November, 1924
25 Cents

Electrical Merchandising

The Business Magazine of the Electrical Trade

In this Issue—

...w Boggs Sells Wiring for "Profits ...nd Collections"

...dgeting Store Purchases and Expenses

...dio Sales to Outlying Markets

and—

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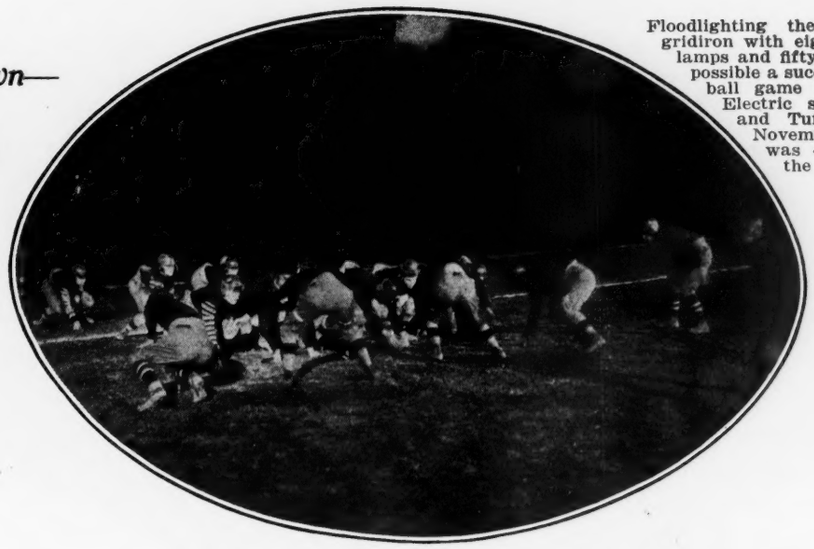
Touchdowns After Sundown— with Floodlighting



Floodlighting the Lynn (Mass.) gridiron with eight 18-in. searchlamps and fifty projectors made possible a successful night football game between General Electric student engineers and Tufts College, last November. Illumination was 4 foot candles in the center of the field.

Electrical Merchandising

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ELECTRICAL MERCHANDISING

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San Jose's "Electrical Show" for Christmas Shoppers

Not an affair of long planning, but carried out on the inspiration of the moment, was this cooperative "electrical exhibition" put on during the Christmas shopping season last year, by the electrical dealers of San Jose, Calif. The show occupied a large downtown automobile salesroom which was loaned without charge for the occasion. No store names or cards were permitted on the appliances, but each visitor was given a card bearing the names of all dealers and explaining that the devices were not for sale but could be bought from the dealers listed.

All of the dealers who participated were highly satisfied with results. The total show attendance was well over 3,000 out of a population of 30,000, with a resulting increase in the store sales of those whose names were associated with the exhibit. One dealer reported a sales volume of electrical appliances alone of over $600 a day during the display, as compared with only $200 a day for the same period of the year previous. Another dealer reported the sale to one prospect of over $1,000 in appliances and wiring as a direct result of the exposition. This increase did not stop with the Christmas season, but continued for some time.

Electrical Merchandising

The Business Magazine of the Electrical Trade

with Which Is Incorporated *Electrocraft* and *Lighting Journal*

Volume 32 | November, 1924 | Number 5

Boggs of Ensley, Ala., Sells for

"Profits and Collections"

Contractor-Dealer Who Makes Net Profit of $5,950 in Town of 20,000 Regards Volume as No Object in Itself—He Does His Own Soliciting and Believes Wide Personal Acquaintance Is an Asset

The profit must be figured into the selling price. Unless the profit is in the order at the time it is taken no amount of executive ability afterward can put it there.

Ninety per cent of the work of collection can be done when the order is taken.

Sell only the right kind of customer and have a full and clear understanding as to payment.

Volume of business is necessary but must come after profit and collection in the order of importance.

THESE are the business principles of J. R. Boggs, contractor-dealer at Ensley, Ala. Not only are they principles in theory but in actual practice, because in order to be sure they are carried out, Mr. Boggs carries them out *himself*. He makes the selling end of his business his own chief occupation, with the result that for several years past he has done a business that shows a good profit on a volume that he can handle without stretching his capital or credit. Last year in addition to the salary paid him, the business earned $5,950 net, on a gross of $69,779.

Of this total less than half is wiring and the balance well diversified among the merchandising lines. In round figures it is divided as follows:

Wiring, $32,000.

Fixtures, $12,000.

Radio, $10,000.

Wiring supplies over the counter $4,800, and the balance of about $10,900 covers appliances, lamps and portables.

A business of this moderate size showing a net profit of 8.5 per cent is of special interest because the surrounding conditions are not what can be regarded as favorable.

Active Competition from Lighting Company

Ensley is a manufacturing suburb of Birmingham, with a population of about 20,000 depending on employment in the steel works. It is a typical small industrial community with an average family income under $2,000, and in addition to its being a limited field the lighting company is actively merchandising, selling even the small appliances on long payment terms.

House wiring is competed for here as elsewhere by the small contractor who doesn't figure profits closely. Much of this business has to be passed up on this account.

"On much of the work for the builder who finances his customer I simply do not even bother to figure," said Mr. Boggs. "I do not waste my time where I have no chance to get the work at a profit. I go after the man who is building his own house and who can be shown the advantages of good wiring. And I always try to get the work on a time-and-material basis. We do a good deal of alteration and reconstruction work and most of this is time and material.

"Not that we do not maintain flexibility in estimating. Flexibility is necessary. You have to know when you can safely get the full price and when to figure the job pretty closely. This also is a job the boss alone can do. I do not want to convey the idea that we work on a high price basis and take the job when the other fellow is not looking. I take much work at a higher price than the competing bidder because I can show the customer the advantage to himself. It is a mistake to believe that the public always wants the cheapest possible electrical job without respect to the consideration of quality."

Many contractors have told the writer that a profit was usually the result of a close checking on the job —that the difference between a profit and a loss on a job was made by a

Principles that have built a successful business in this town of 20,000:

1. Two things are more important than the size of a wiring job or the amount of a sale. The first is collections and the second is net profit.

2. Only a certain amount of business can be handled. Pass up that business where the profit is doubtful.

3. No matter what the price is, there is no profit where collection is difficult.

close check-up. As the most of Mr. Boggs' time is spent in selling I asked him what he did about this necessary check-up on construction.

"As it is impossible to do both selling and superintendence," answered Mr. Boggs, "I have to make the choice. I have found it entirely practical to put the responsibility up to my wiremen. I do a certain amount of supervision, usually helping to lay-out the job and as I always know what it should cost, I want an explanation that shows why the cost runs over.

"I have always been able to get good construction men who are as conscientious and as careful of costs on a job as I would be, or at least very nearly so. On the other hand I have never been able to get a salesman who would watch the profit and collection angles as carefully as I watch them.

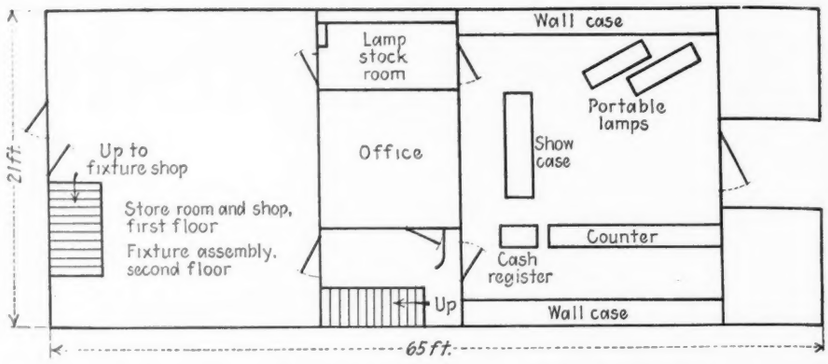
"This is just as true on appliances, fixtures and radio as on wiring business.

Appliance Business Shows Good Collections, No Bad Accounts

"It does not seem reasonable to talk about selling the larger appliances and radio for profits when the prices are already fixed, but in selling these for collection I am selling them for profit.

"These larger appliances and radio have to be sold on time payments. By selling them myself I sell to the people to whom I am safe in extending terms because I know them.

"Also I can get larger down payments than any salesman I ever had would even try to get. My business on these lines is not so very large but it is all that I can profitably handle on my capital. It is a satisfactory business because I usually collect within six months, I get a large down payment and I have no bad accounts.



In planning his store layout, Boggs decided he would not require space for reserve stock. Instead he depends on his local jobber, who carries a complete fixture stock and who is in a position to fill his needs on a few hours notice.

Much fixture business is done in addition to that produced by wiring jobs. One reason for this is that Mr. Boggs carries the most complete assortment of fixtures in Ensley. With a complete line of fixtures on display it was a little surprising to learn that fixtures in this business turn over better than six times a year and that there are no old slow-moving items in stock.

The reason for this in Mr. Boggs' opinion is that his local jobber carries a complete fixture stock and practically all the fixtures he carries are purchased from this jobber.

As Mr. Boggs sees it, buying fixtures from the jobber means paying a slightly higher price but results in greater profits. Among the advantages are quick turnover due to smaller stock. No reserve stock is necessary; nor is it necessary to carry a complete set of the same design as the fill-in numbers can be obtained overnight. Thus a more complete assortment is possible and as fixtures are sold by this dealer off the ceiling, there is never any shop-worn merchandise to be disposed of at a reduction.

Fixture sales last year were $12,000 on an average investment of $1,000—a result which Mr. Boggs believes is due to his use of the jobber's fixture stock.

Radio Sales Cash In on Wide Personal Acquaintance

Radio sales are in part at least the result of a wide acquaintanceship. Dues and donations appear as a respectable item in the overhead as the owner belongs to most of the organizations in his community. Little or no business is ever directly traceable to these activities but it makes for an acquaintanceship that includes, in a city of this size, nearly everybody. When Mr. Boggs needs a radio sale he picks a man he knows who can pay for a radio set, puts on his hat and calls on him or gets him on the phone. A demonstration or trial of a set is arranged and a sale usually results. But the prospect was picked out of a wide acquaintanceship and picked because of a financial responsibility that made collections sure and easy.

Wiring supplies over the counter amounted to $4,800 for the year; an interesting showing, for business in these small items. Mr. Boggs encourages the "handy man" to shop with him and is always glad to explain to the customer how a simple job should be done. Sometimes he has taken wiring or alteration jobs from the interest he has shown in such a customer's purchase as the job was explained to the customer as

Mr. Boggs buys only what he knows he can sell. And these two expensive cabinet radio sets carried in stock in a town of 20,000 with a low average income per inhabitant, confirm a sales idea or two. One is that high-priced radio equipment is being bought by the man of very moderate income. Another is, to sell radio or anything else you must have the stock. Notice how the radio sets are prominently placed.

large enough to need professional handling.

Another result of the owner's selling is keeping the salary account low. This account covers only the salaries of the owner, the bookkeeper, who also does store selling, and a stock boy. Time spent assembling fixtures is charged to merchandise. All the other time is productive labor charged to jobs.

The overhead is only 18.5 per cent divided as follows:

Rent	$825.00
Freight	273.58
Auto expense, gas, oil, etc.	1,011.44
Dues and donations	446.56
Salaries	6,975.07
Light, heat, water, phone	762.01
Sundries	347.88
Insurance, taxes and advertising	1,502.12
Service	23.75
Depreciation of furniture and fixtures	461.16
Permits	175.00
Miscellaneous office and store expense	159.59
	$12,963.16

In this distribution of expense the rent is unusually low. This is an advantage of the small city dealer. The store is located on one of the best streets and is of ample size, well arranged and kept freshly painted and attractive.

Service is also an item unusually low. Appliances are a relatively small part of this business and are chiefly of the types that require little service. It is the custom in this store to charge for outside service call jobs. A service man is not sent out on the usual service call unless the customer has agreed to pay for the man's time. A minimum charge of $2 is set.

But the chief reason for the low overhead is due to the fact that the proprietor of this business does much of the work that often appears in the salary and commission items. From taking the checks out of the morning's mail until a radio demonstration is finished at night Mr. Bogg's day is a long one. This does not seem to bother him as his idea is that the electrical man's job includes plenty of work.

"Why Electricians' Estimates Differ"

From the Enlightening Experience of Morrison-Turbett, Inc., of South Orange, N. J.—A Reason in the Way to Wire and the Way to Bill

By EARL E. WHITEHORNE

THE other day I chanced to run across a card—just a simple white card about postal size, with some plain black type on it. But across the top it said—"Why Electricians' Estimates Differ" and in a simple, short, plain-spoken message it went to the heart of the biggest present problem of the electrical contractor—the price of wiring. In a few words it told a graphic human story of the ambitions of one Morrison and one Turbett, contractors and dealers in South Orange, N. J., to escape from the curse of the "curbstoner" and build up a reputation for quality wiring and a business that is happily prosperous. So I went over to meet these chaps and learn how it is working out.

"A contractor can get his price on a superior job that pleases his customer—if he has the courage to value quality and workmanship high, and to demand high pay."

They have been in business eight years—R. T. Morrison and L. J. Turbett—starting first in Orange wiring houses and selling appliances. They got along pretty well and after a while moved to a better store in Orange and opened another in Newark. Then in 1920 the leading contractor in South Orange died. This is a wealthy suburb five miles away. This left a good opening so Morrison and Turbett hopped to it. They have concentrated all their interests in South Orange and have continued to prosper. They have bought homes for themselves and together acquired a small bank building in the center of the business section of the town for their electric shop, built a five-car garage on a side street, and are now rebuilding their store interior to make more display rooms. But that's another story. I merely mention it to show that these boys are making money and going ahead.

I talked to both of them about their quality wiring policy that had inspired the card. There is one other high-grade contractor in town, they told me, and the usual 57 varieties of pickles—green and bitter—"curbstoners" operating with their lots and their baskets, cutting the prices of jobs by persuading the customer to spend less money. Then also the town has grown rapidly—5,000 more population in two years—with much speculative building of houses from $17,000 to $20,000 in cost, in which the wiring is done on the squeeze-'em basis and the contractor is dazzled with a lot of work and ditched when it comes to profits. Morrison-Turbett, Inc., will have none of it. They work a force of from nine to thirteen men on "old-house" work exclusively, building up a clientele of friendly customers and charging enough on every job to make the business pay. Of course I asked, "How do you do it?" They told me this story among a lot of others.

"Customers are willing to pay a generous price for conscientious workmanship and an unskimped job. For the public, knowing nothing itself of the cost or specific value of any wiring job, readily accepts the work at the value the contractor establishes by his own confidence and pride in it."

One day Morrison and Turbett, Inc., were recommended to a rich

man who had just come to town and bought a fine old country house which he was improving. He wanted it rewired with every convenience. The job was done without an estimate and the bill went in. A few days later a chauffeur came into the store and said that Mrs. Giles was outside in a costly motor and wanted to speak to Mr. Morrison, and out he went.

"Mr. Morrison," said Mrs. Giles, "Isn't there something wrong with this bill you sent us?"

"No, Mrs. Giles," said Morrison, "It has been carefully checked and is perfectly correct."

"Well," was the reply, "Mr. Giles says it is the highest-priced electrical work he has ever heard of."

"I am sorry," Morrison responded, "for the job was worth every cent we have charged you. But let me ask you—is the job satisfactory and was the work done in a way that pleased you?"

"The work was perfectly satisfactory," said Mrs. Giles, "but the bill is outrageous and Mr. Giles says that he will never ask you to do anything more for us."

The Timid Architect

The bill was paid within a few days. Within a month a call came to send a man to put in some additional appliance outlets. Within a year Giles decided to build a $35,000 garage on this place of his and his architect placed the contracts. He secured estimates on the carpenter and mason work and on the plumbing but had been instructed by Mr. Giles to give the electrical work to Morrison and Turbett—time and material. When it was done their bill went to the architect and there came a telephone at once to call around. Morrison dropped in and the architect said, "Now look here, old man, I can't present this bill of yours to Mr. Giles."

"Why not?" asked Morrison.

"Why it's out of all reason," he protested. "I never saw such a bill. It is exorbitant; I wouldn't think of approving it."

"All right" Morrison replied. "Don't do it. Give it to me and I will take it to Mr. Giles myself."

Morrison and Turbett guarantee "half-hour service" on everything they sell. If an appliance is in trouble and the customer telephones, the office jumps a man right over from the nearest job.

Then he talked about the quality of material and workmanship that had gone into the job and the architect finally said, "Well, leave it here. I'll send it in without approval but I know it will never be paid." But a check came back within the week and no complaint.

Again the following year came another call from Mr. Giles to wire —without estimate—a large new sunporch, with the same architect in charge. Again the charge seemed too much to the architect, but the bill was sent to Giles and paid. And then one day the architect dropped in at the contractor's office and said, "Mr. Morrison, I've come around here to tell you that you have taught me a lesson that should be a valuable one to me. You have proved to me that there are always people who appreciate quality work and are willing to pay for it. You have taught me also that a man can get his price on a superior job that pleases his customer and prosper in his business and be free from worry if he but has the courage to value quality and demand his price."

And that's the end of that story. There were other "similar" incidents they told me demonstrating the same point and showing why Morrison and Turbett are getting along so well. They make their aim a good job and a customer well pleased with his work, and they take the trouble to interpret this policy and live up to it. They bill their work at an ample figure and then by their assurance of its accuracy convince their customer of its honesty and correctness, so that he is satisfied and values his job just that much higher.

For instance, they guarantee half-hour service on everything they sell. That is, if an appliance is out of order and the customer phones in, the office calls the nearest job where the men are working and jumps a man to the house that is in trouble. For this call a minimum charge is made. At first there was complaint when a bill came in for $1.90 for perhaps five minutes' work but when it is explained that this charge is not for time but for help—a man who comes at once and makes everything right, the matter was seen in a different light.

Who Sets the Value?

Morrison told me of a talk he had with another contractor in town who charges 50 cents for short trouble calls. He thought he had converted the man to this idea of selling cheerful satisfying service and not just fifteen minutes and a fuse. He saw him later and said, "Well, how does it go?"

"Nothing to it," the man replied. "I tried it and I lost two customers. So I quit."

He had missed the point. He had made the same mistake that so many other contractors are suffering from, the same blunder in human psychology that makes the curbstoner try to get work by teasing the customer to cheapen the job and sacrifice the essential comforts of adequate wiring.

"Radio Has Passed from the Field of an Adventure to That of a Public Utility"

declares Secretary of Commerce Herbert Hoover, in addressing third annual Radio Conference in session at Washington last month — Paragraphs abstracted from his talk follow:

RADIO has passed from the field of an adventure to that of a public utility. Nor among the utilities is there one whose activities may yet come more closely to the life of each and every one of our citizens, nor which holds out greater possibilities of future influence, nor which is of more potential public concern. It must now be considered as a great agency of public service.

We may well be proud of this wonderful development, but in our self-congratulation let us not forget that the value of this great system does not lie primarily in its extent or even in its efficiency. Its worth depends on the use that is made of it. It is not the ability to transmit but the character of what is transmitted that really counts.

For the first time in human history we have available to us the ability to communicate simultaneously with millions of our fellowmen, to furnish entertainment, instruction, widening vision of national problems and national events. An obligation rests upon us to see that it is devoted to real service and to develop the material that is transmitted into that which is really worth while. For it is only by this that the mission of this latest blessing of science to humanity may be rightfully fulfilled.

Certain minimum regulatory powers rest in the Department. I have been convinced that development could only be accomplished by organized co-operation of the industry itself; and the industry is unique in that unless it has stringent rules of conduct to which all elements adhere it will die of its own confusion.

Like the two previous occasions, this conference may be called an experiment in industrial self-government. Radio activities, so long as they remain within the legislative restriction which holds for the Government the fundamental control of the ether, are largely free. The industry's future conduct with a single view to public interest, a voluntary imposition of its own rules and a high sense of service would go far to make further new legislative or administrative intervention unnecessary.

The local material available for the local program is not in my view enough to maintain assured interest, and therefore the industry, or to adequately fulfill the broadcasting mission. So far as the art has developed, I think we all agree that for accuracy and regularity of reception we can depend only upon the local broadcasting stations. My proposition is that the local stations must be able to deliver every important national event with regularity.

About Radio Broadcasting

Secretary Hoover says:

An obligation rests upon us to see that it is devoted to real service.

Development can only be accomplished by organized co-operation of the industry itself.

It would be unfortunate if it should come under the arbitrary power of any person or group of persons.

The quickest way to kill radio would be to use it for direct advertising.

I do not believe there is any practical method of payment from the receivers.

The greatest advance in months is the complete demonstration of the feasibility of interconnection.

It may be stated with assurance that the greatest advance in radio since our last conference is the complete demonstration of the feasibility of interconnection. We owe a debt of gratitude to those who have blazed the way. The pioneers have been the American Telephone & Telegraph Company in wire interconnection, and the Westinghouse Electric & Manufacturing Company in radio interconnection through the use of short wave lengths.

It is our duty to consider the possibilities and potentialities of interconnection as a regular daily routine of the nation. Unless it be systematically organized we cannot expect its continuation. I realize that this matter, except insofar as it may be fostered and encouraged, does not lie in the Government. It would be unfortunate indeed if such an important function as the distribution of information should ever fall into the hands of the Government. It would be still more unfortunate if its control should come under the arbitrary power of any person or group of persons. It is inconceivable that such a situation could be allowed to exist.

I believe that the quickest way to kill broadcasting would be to use it for direct advertising. The reader of the newspaper has an option whether he will read an ad or not, but if a speech by the President is to be used as the meat in a sandwich of two patent medicine advertisements, there will be no radio left.

I do not believe there is any practical method of payment from the receivers. I wish to suggest for consideration the possibility of mutual organization by broadcasters of a service for themselves similar to that which the newspapers have for their use in the press associations, which would furnish programs of national events and arrange for their transmission and distribution on some sort of a financial basis just as the press associations gather and distribuce news among their members.

Another question of importance is the limit of power to be used in broadcasting. From the viewpoint of nation-wide broadcasting, the question becomes as to whether we should aim to cover a large territory through a single powerful station, or through a number of interconnected smaller ones. We must not stop progress in any direction. We must not do anything that will interfere with the programs of local stations on which many of our people depend, nor with the wide selective range which they now have.

One matter that must be dealt with sometime, but over which there is no means of control at present, is the interference from non-radio sources. We listeners have all experienced frequently and to our great disgust the squeals and roars which we are told come from electrical devices of various sorts in which there is no purpose to cause audible disturbance. Harmonics, too, are troublesome. It is useless to assign a station to a definite wave length if its signals go out not only on that one but on three or four others. Accurate and sharp transmission must be insisted upon.

To Make Your Store Christmas Gift Headquarters

Get the Christmas Literature Distributed

OVER the wrapping paper roll in a Detroit electrical store is a lettered sign, "Put in Those Leaflets." When asked the meaning of the sign, the owner explained that his clerks sometimes forgot that the flyers and advertising leaflets put out by manufacturers were the best sales material the store had—so he put the sign up to keep their memory fresh. They do "put in those leaflets."

Supply Greeting Cards to Accompany Gifts

MAKE available to your customers Christmas greeting cards to enclose with gifts purchased at your store. This convenience for shoppers lends character to an electric shop. For this purpose Christmas cards of an attractive design should be selected and imprinted with the firm name and address, preferably at the top center of the card. The space below or to the side of the design is left blank, to provide space in which the sender writes words of greeting and signature.

Make the Salespeople Happy with a Bonus

OFFER a cash bonus to the salesman or saleswoman who sells the greatest amount of merchandise for a given time. Supplement the $5 or $10 weekly prizes with a grand prize of $25 to the one who has the largest volume of sales up to Christmas. Emphasis should be given, however, to the fact that the cultivation of good will for all year round business and serving the interests of the customer are not to be sacrificed in the effort to be the prize winner.

Christmas Advertising Copy for Every Appliance

THE California Co-operative Campaign initiated a series of Christmas Cards last year with excellent results. Each of the sixteen cards in the series carried a small Santa Claus in colors and touched upon one appliance or one electrical subject. The copy follows:

The electric heater gives immediate cheerful, radiant heat.

An electric range is the modern way of cooking.

Crisp brown toast is made quickly with the electric toaster at the table.

The electric clothes washer eliminates hard work with less wear on clothes.

A radio set in the home affords pleasure and amusement.

It is easy to keep your home clean with an electric vacuum cleaner.

Light the Christmas tree with electric lights and avoid the danger of candles.

The electric iron saves time, fuel and many steps.

Electric lamps add comfort, beauty and cheer to the home.

Delicious dishes are temptingly served from the electric chafing dish.

An electric hair dryer dries the hair in a few minutes.

An electrical percolator makes superior coffee right at the table.

The electric waffle iron bakes delicious waffles at the table.

The electric curling iron is quick and convenient.

The electric sewing machine is easily carried about and saves backache.

The electric heating pad applies heat to any part of the body.

Beware of Empty Shelves When Buying Is Heaviest

BE SURE to have enough reserve stock in storage so that no profitable sale need be lost because "the last one was just sold." Christmas shoppers won't wait or return. See that there will be no empty spots on your shelves after the first week of Christmas shopping.

Get New Names on Your Mailing List

GET the name and address of the purchaser and recipient of each gift. Explain to the customer you need the latter information in order to service and guarantee the device. This is a good way of getting preferred names for Christmas—and later.

"Select That Gift from Our $5 Table"

"COME in and select that gift from our $5 table," read the advertisement of a Philadelphia retailer. In the center of his store were two pine tables covered with red satine and topped by a sign reading, "Nothing over $5." A generous display of small percolators, travelers' irons, hot plates, portable lamps, etc., were displayed, each with a price marker.

Hold a Radio Show of Your Own

A REAL radio exposition of your own, given in your store will be attractive and interesting. Have large notices printed reading: "Employees of (fill in name of business firm) are invited to attend the Christmas Radio Exposition to be held at (name and address of your store—date) during the noon hour, between twelve and two." Have these cards put up on the bulletin boards of the offices and stores in your community employing several or more persons.

Make shopping easy for "Budgeteers" by grouping gifts by price

Emphasize Time Payments in Christmas Buying

IF YOU sell on the "easy payment" plan, instruct your sales people to explain this feature to prospects who feel they cannot afford to buy a certain article. Deferred payments on articles in excess of $50 will help increase your sales during this season.

For Buyers Who Can't Decide

MANY shoppers suffer from indecision as to what gifts to buy. One plan that will make it easier for them to select their presents is the "group gift" idea. Use one counter for gifts for mother, another for the newlyweds, another for the college boy or girl, etc.

Put Your Name Out on the Highways

AN ELECTRICAL dealer in upper New York State has several signs out on the main automobile roads telling his store is headquarters for Christmas electrical gifts and how it can be reached. Dealers can usually find places for these signs without having to pay for the privilege.

Use These Six Columns of Selling Support Gathered from Successful Holiday Merchandising

In some districts, automobile owners are decking their cars with Christmas-tree lights; fed from the car lighting system

Sell Gift Certificates

GIFT certificates designed to meet the need of the person who desired to let the recipient select his own gift, were used to good effect by the electrical merchants of Denver during the Christmas season of this past year. These certificates held something more personal in their thought however, as they conveyed the promise of an electrical gift, which meant a particular care for the comfort and convenience of the housewife.

These certificates which could be made out for any amount redeemable in electrical merchandise were sold by all members of the Denver Electrical Co-operative League. The gift certificates were advertised co-operatively through the joint subscription of the dealers and with some contribution from the funds of the League. In addition all those handling them ran a line to this effect at the bottom of all local advertising.

Use Only Literature with the Holiday Appeal

BE SURE that all literature and circulars going out from your store during the latter part of November and December have the Christmas appeal. One effective circular designed last year by Washington Devereux of the Underwriters' Association, Philadelphia, was a post card with Santa Claus Stickers pasted on one side. Below Santa were the words: "I'll be around soon! Please provide convenience outlets for me."

Build Good Will with Radio Charts

GET a quantity of inexpensive maps of the United States showing radio stations including call letters. Put one of these in each package for each sale of more than $2 going out from the radio department of your store during the holidays. Your name and address stamped at the lower edge of the map will help the recipient to remember you.

Visit the Husband to Close the Sale

WHEN a housewife says she can't afford a vacuum cleaner or washer but really wants one, go direct to Friend Husband at his office with the suggestion that the appliance would make a good Christmas present.

Are Your Prospects Members of Savings Clubs?

MAKE an effort to find out how many of your prospects belong to Christmas Savings Clubs. Club funds are usually withdrawn a few days before Christmas, releasing tremendous purchasing power. Three banks in Boston disbursed more than $500,000 in Christmas funds last year.

What's Your Christmas Slogan?

BANNERS on the delivery wagons of dealers carrying the slogan, "Give Electrical Christmas Gifts" were used with telling effect in Southern California last year. Following the holiday season the slogan embodied in the phrase, "Make Christmas Last Throughout the Year" was emphasized in all dealer advertising.

Use a Rubber Stamp to Circulate the Christmas Slogan

HAVE a rubber stamp made with the words, "Give Something Electrical." Stamp all outgoing bills, packages and letter heads. Last year the Electrical League of New Orleans gave such a stamp to all its members, the central station alone using this slogan on 65,000 light bills.

For the Eleventh-Hour Buyer

PLACE a number of alarm clocks, dials facing the window, among an assortment of Christmas gifts. Place the hands at one minute to twelve and use signs such as "Last Minute Suggestions," "Timely Presents" and "You Still Have Time to Get That Christmas Gift Here."

Everybody wants wired window wreaths when they see them

Wrapping the Gift Packages

WHEN customers desire that no price mark or labels appear on the merchandise, in all cases paste a "gift goods" sticker on the address label. This will indicate to the wrapper or shipping department that the package should be enclosed in white tissue and heavy white paper, and tied with white ribbon. Then after wrapping in the regular store paper, but on a sticker reading as follows: "Gift Package. Please remove the outer covering and you will find this package suitably wrapped for presentation."

California Dealers Profit by Co-operation

UNDER the leadership of the California Electrical Co-operative Campaign, the electrical dealers in that state this year have unified their efforts in a Christmas appeal which is counted on to have a cumulative effect. The material supplied to dealers will include large wreaths in the center of which appear the words, "Give Electrical Christmas Gifts," cutouts of Santa Claus 12 in. high with the hand pointing to the right, left and center, and slips on which are printed slogans urging the purchase of electrical Christmas gifts.

Put the Christmas Tree in Rear of Store

IT IS the practice with many veteran merchants to put the illuminated Christmas tree at the end of the store, as the public is then forced to pass through the entire length of the store coming and going. This will draw the children also, who at this time of the year have much to do with focusing the attention of their parents on the gifts they want.

Put in a rest nook—while resting, women will see or think of things they need

Here is one of Mr. Michaels' house-to-house "kitchen-light" sales crews. Beginning a year ago, these crews have now sold to customers on the lines of the Duquesne Light Company more than 30,000 kitchen-light units. The crews are placing 500 units a week, and it is estimated that Pittsburgh's 150,000 residential consumers of electricity will purchase at least 50,000 kitchen units, or one for every third wired house. This campaign is based on good, solid, intensive selling effort.

Why Kitchen-Light Campaigns Fail

And How to Make Them Succeed—Some Hints Based Upon the Experience of a Pittsburgh Central-Station Sales Organization Which Has Placed 30,000 Lights This Year

By L. B. MICHAELS

THERE are about six thousand central stations in the United States. Most of them sell appliances. Yet so far as can be discovered, there have been hardly a hundred active campaigns for the distribution of kitchen-lighting units. More such campaigns are sure to follow, operated both by central stations and by individual contractors and dealers.

The factors that represent success or lack of success in these campaigns are almost anybody's guess. It seems to be timely to list suggestions as to the possible reasons for best results and results not so good.

Let us base the following comments upon the factors that seem to represent the sunny side of the question as against those that represent the shady side. From these observations it may be that some of the electric companies and dealers who have not as yet attempted one of these campaigns will benefit by the suggestions here given. They at least may open the way for inquiry.

The right-hand column represents the positive side of the question all through. The left-hand column, the negative.

Not Successful	Successful
Campaign in general did not build good will.	**Campaign in general built good will.**
Did not improve service.	**Improved service.**
Campaign did not increase electricity consumption.	**Campaign increased electricity consumption.**
Campaign did not show a profit.	**Merchandising profit was realized.**
Removals high.	**Number of removals was low.**
Total volume of sales disappointing.	**Total volume of sales satisfactory.**

Please note that we have avoided the term "failure." Many campaigns are not successful but still are *not failures.* There have been fizzles hopelessly unsuccessful, but they are rare. Almost any commendable effort is productive of some good results.

The answers to some of our questions interlock with others, but we will take them as they come.

Our first was "Good Will" than which no question is more important from the standpoint of the central station particularly.

Good Will

Salesmen were not proper representatives.	**Salesmen were courteous and truthful.**
Fitters were unkempt and careless.	**Fitters were neat and efficient workmen.**
Glass too opaque. Too large a lamp was used. (Anything above 100-watt lamp is not recommended.)	**Improved illumination sufficient to more than offset increased current. Should use 100-watt lamp with translucent shade.**
Deliveries slow.	**Deliveries were prompt.**
Terms too stiff.	**Terms were reasonable. A trial of 10 to 30 days before purchase with payments added to electric bills eliminates any idea of commercializing an effort to improve service.**
Should be "nothing down" and not over $1 a month, preferably—less.	

Campaign under supervision of inexperienced sales-manager.	**Management of campaign assigned to capable man who understands salesmen; their troubles as well as their weaknesses.**

Service

Did not improve illumination.	**Improved illumination.**
Convenience outlet had to be installed separately.	**Kitchen-light unit equipped with pendant-plug.**
Unit poorly made from inferior materials.	**Unit well made from good materials.**
Installations hap-hazard. Finger-marks on ceiling.	**Installations quickly and efficiently handled. No finger-marks on ceiling.**
Old fixtures left on stove —unwrapped.	**Old fixtures wrapped up in paper.**
No reference to cleaning of the new glassware.	**Instructions for cleaning the new glassware clearly given.**
150 or 200-watt lamp used. Ceilings discolored and enamel on units blistered.	**100-watt lamp was used. Ceilings did not discolor and enamel on units did not blister.**
Electric bills too high.	**Electric bills not too high.**

Increased Electricity Consumption

Smaller lamps than 100-watt used, resulting in little or no increase in current.	**Hundred-watt lamps used. Increase in electric bills about $3 per annum.**
Salesmen told to "stick to his job selling lights."	**Other outlets over the sink and in cupboards suggested by salesman.**
No encouragement or recognition given salesmen for prospects on other items.	**Prospects for wiring jobs, washers, cleaners, toasters, electric irons, etc., etc., turned in by salesmen.**

Merchandise Profit

Numerous items of expense overlooked. No surplus allowed for. Priced too low. Price should be not less than $8 with chain-pull, unless no merchandise profit is desired.	**Following items allowed for in arriving at retail price:** **Unit itself** **Advertising** **Commissions** **Investment** **Installations** **Removals** **Breakage and freight** **Printed matter** **Collections** **Miscellaneous** **Surplus** **Profit**

Note:—The price on almost any item may be any place within reason when sold through special campaigns, provided the overage is put back into the proposition in quality, advertising, commissions and able supervision.

Incidentally there can be little merchandising profit at any price without volume sales.

Removals

Salesman mis-stated the proposition.	**Salesman told the whole story and told it straight.**
Units placed in rooms too large or not suited to the purpose.	**Units were placed in rooms suitable for the purpose.**
Customer thought of losing her emergency gas-light after unit was installed.	**The "gas-light-in-kitchen" argument was fairly met and disposed of by the salesman before light was installed.**
Unit not equipped with pendant-plug.	**Unit equipped with pendant-plug for toaster, iron, etc.**
Too little advertising and wrong copy.	**Advertising plentiful and copy so worded as to re-sell the proposition to customers as well as to introduce it to new patrons.**
Off season.	**Lighting season.**
Rates high.	**Electric rates low.**
Company disliked by consumers.	**Company has good-will of patrons.**

Total Sales

Publicity skimpy and timid.	**Advertising was adequate.**
Salesmen poorly paid.	**Salesmen well paid.**
Salesmen not properly instructed.	**Salesmen properly instructed.**
Proposition dead. No stimulators for salesmen.	**Quotas, weekly meetings, prize contests and other forms or recognition for salemanship.**
Slow deliveries resulting in cancellations.	**Quick deliveries preventing cancellations.**
Misstatements by salesmen resulting in cancellations.	**Clean salesmanship resulting in reference calls.**
No pendant-plug.	**Pendant-plug as part of the equipment.**

"Middling-average" success in the total sales is one light installed to each ten residential meters. This operation can be repeated time-and-again, in succeeding campaigns, or can be improved upon in first campaign.

These considerations are submitted for whatever they may be worth and with the hope that some bewildered sales-manager, groping in the dusk, may see somewhat more clearly how best to proceed with his campaign.

Electragists Talk Code Uniformity and Need for Larger Margins

West Baden Springs Convention Featured by Practical Papers and Addresses on Inspection, Construction, Repair, and Merchandising Topics

STANDARDIZATION of wiring conditions through "local code committees" and model ordinances; methods of handling heavy construction and motor-repair business; and problems in the distribution of electrical merchandise and equipment as they affect the contractor-dealer, were among the topics before the twenty-fourth annual convention of the Association of Electragists, International, held at West Baden, Ind., Sept. 29 to Oct. 4.

President James R. Strong in his opening address discussed the present status of organization in the electrical industry and the vital need for a larger membership and stronger association of retailers and contractors. He stressed the importance to the wiring contractor of the development of higher standards in the sale of house wiring through the installation of more adequate facilities for the use of complete electrical equipment and the encouragement of more uniform inspection throughout the country in conformance with the standardized codes. President Strong also reported an increase of 300 in the association's membership during the year—from 1,600 to 1,900.

Local Code Committees Established in 102 Cities

A. Penn Denton, Kansas City, chairman of the Electragists' committee on the Code, reported that "local code committees" have now been established in 102 cities operating in co-operation with the association, with a membership embracing a local contractor, the municipal inspector, the insurance inspector and a representative of the central station. These committees are assisting toward the uniform interpretation of the code and the maintenance of a high inspection standard. He reported also that seventeen cities have now adopted the all-metal standard of construction.

R. U. E. Moore, representing the Electrical Manufacturers' Council, presented for the approval of the association a model form of ordinance which has been prepared by the electrical manufacturers as a guide for use in the preparation of ordinances. This model ordinance received the indorsement of the association with the recommendation of some minor changes.

William L. Goodwin, vice-president Society for Electrical Development, presented the "Red Seal" plan as a practical influence for the improvement of the standard of adequacy in house wiring, and it received the unanimous indorsement of the association.

Wednesday's session was given up to the discussion of distribution and merchandising policies. W. Creigh-

James R. Strong Announces Retirement as President of Electragists, After 34 Years of Electrical Association Work

"IT has been my privilege to be actively connected with association work in our industry for the past 34 years. Our industry records scarcely more than 40 years in its life. Twenty-three years of this time I have been actively connected with the present Electragists' Association and have seen it emerge from a voluntary grouping of a handful of individuals, to its present state, serving the joint interests of thousands of contractors and dealers in both the United States and Canada. Active participation in association activities means the giving up of time, effort and in some instances money. I have never had cause to regret anything I have devoted to this great work.

"Within the compass of our own recollections we have seen this tremendous industry of ours grow from an infant toddling out of the workshops of pioneers to its present gigantic proportions. It is through the untiring efforts of associations and societies in the electrical field that our industry has grasped broad conceptions of service and high ideals of business practice and has worked them into the very fabric of our industry life. It is due to the relentless efforts of these same associations that we have learned to mix good fellowship, play and work and thereby enjoy the interchange of ideas which have pointed the way to better business and better methods and more of both. I believe in the principle, "Live and Help Live." It is the foundation stone of every association that has a record of accomplishment today and it is written into the firm policy of every progressive business enterprise.

JAMES R. STRONG

"Associations in industry have demonstrated their absolute indispensibility and the important part they occupy in the general scheme of our electrical industry. The Association of Electragists International is one of these; it has proven by its long years of existence, by its continued growth, by its widening sphere of influence, and by the practical specialized assistance it renders, that it is an essential part of the electrical industry's structure."

The great Atrium or roofed court of the West Baden Springs Hotel—said to be the largest covered space in the world free of supports or columns—as it appeared during the Electragists' convention the first week in October. Members of the convention and guests were assembled for this official photograph, which also shows the manufacturers' exhibits installed for the convention. Announcement was also made that next year's convention will also be held there, probably the week of September 21, 1925.

ton Peet presented the report of the trade policy committee, embracing a study of present practices; W. R. Herstein, Electric Supply Company, Memphis, contributed the jobbers' viewpoint; George L. Purvis, Hurley Machine Company, Chicago, discussed the distribution of appliances, and Albert Wahle, Albert Wahle Company, New York, presented the viewpont of the fixture manufacturers. Consideration of the subject of appliance selling culminated in an address by John F. Gilchrist, vice-president Commonwealth Edison Company, Chicago, in which he described the merchandising experience of his company, which is now selling $4,200,000 of electrical merchandise a great deal of it by "high-pressure" methods. Of this 15 per cent comes back, leaving a net sale of $3,600,000. The Commonwealth Edison Company operates one main electric shop and six smaller stores in outlying sections. It also has 200 house-to-house salesmen on its wagon crews, selling by districts.

Every Household Can Own $600 Worth of Appliances

The average "spread" on this merchandise has gradually worked up from 23 per cent a few years ago to about 33 per cent today. Mr. Gilchrist said he believed that this margin would prove profitable were his company content to sell, say $1,500,000 by ordinary methods of retailing, but the value of the additional load obtained justified the forcing of larger sales. He estimated that every household today can economically own from $600 to $700 worth of electric labor-saving appliances, which it should be able to absorb at the rate of at least $60 a year—an indication of the tremendous opportunity that lies ahead.

Representatives of credit finance companies testified that the contractor-dealer should have a discount on merchandise of not less than from 40 to 45 per cent, and that manufacturers who give too small margins are not in a safe position because they are not building up prosperous distributors.

Following Mr. Gilchrist, W. L. Goodwin pointed out that the electrical dealer need not fear the competition of the hardware and department stores on the score of insufficient margins, since these merchants themselves have large overhead expenses necessitating wide discounts. What the dealer needs in this comparison is merchandising proficiency and the satisfactory basis of price that can be arranged with manufacturers. Analyze the profit needs of individual lines, Mr. Goodwin advised, and do not demand that popular appliances provide spread enough to compensate for losses on other lines.

Home Lighting Contest and Other Topics

The work of the Lighting Educational Committee in conducting the present national Home Lighting Contest was discussed by P. B. Zimmerman, vice-chairman of the committee, and Earl E. Whitehorne, associate editor *Electrical Merchandising*, described the organization of local electrical leagues accomplished at the recent Association Island meeting of various league representatives.

A Number of Varied Business Topics Also Discussed

Other topics discussed during the sessions were "Handling the Big Job," by O. F. Wadleigh, Sanborn Electric Company, Indianapolis, Ind., and Allan Coggeshall, Hatzell & Buehler, New York City; "Managing a Motor Repair Business," George P. Svendson, Boustead Electric & Mfg. Co., Minneapolis, Minn., (printed in part in the department "Hints for the Contractor" in this issue); "The Standard Accounting Plan in Milwaukee," F. W. Gruesel, president G. Q. Electric Company, Milwaukee (See article "I Can Get Complete Statement of My Business in Two Hours," *Electrical Merchandising*, September, 1924, page 4555); "Buying, Stocking and Selling," M. C. Turpin and J. A. Clarke, Westinghouse Company; and "Retailing Radio at a Profit," R. M. Klein, F. A. D. Andrae, Inc., New York City.

The next convention of the Electragists' association is scheduled for West Baden Springs, Ind., probably the week of Sept. 21, 1925. The electragists hope to make it as interesting and instructive as the 1924 convention has been.

Window Displays and Plans That Ha

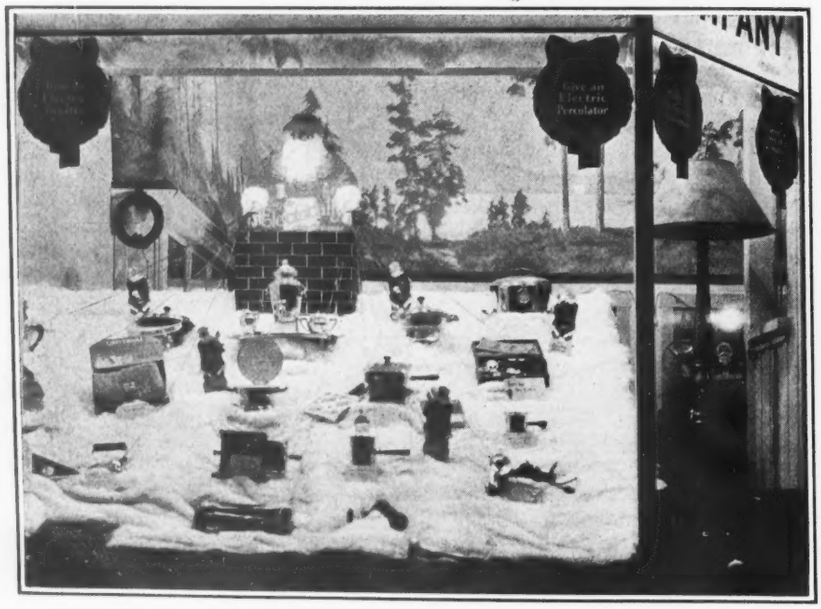
TIMES are changing. Housewives are no longer content with working all day doing washing and ironing, to say nothing of cooking over hot stoves and trotting back and forth from the kitchen to the dining room, with toast, eggs and coffee. Many women have been taught to do things the electrical way, but there are still hundreds of people who have yet to be convinced. To add to these there are the newlyweds who are having their first Christmas together. There are so many men and women who are going to buy electrical appliances this Christmas that you should have no trouble in working your cash register overtime, if you attract trade with unusual window displays. Any of the unusual displays compiled below will help you out with fresh ideas.

Greet the Passers-by with a Christmas Phrase

H. L. Miller, Pasadena, Calif., had a very simple, yet beautiful, Christmas display. A large holly wreath surrounded a prettily lettered placard, which revolved slowly above a raised base covered with scarlet silk. Scarlet ribbons decorated the wreath. The placard greeted passers-by with "A Merry Christmas" on one side and on the other side "A Happy New Year." Graded downward on white-covered steps were aluminum and silver percolators and other electric appliances for the home. In the extreme foreground a vacuum cleaner occupied the center of the display. Within the Christmas wreath tiny electric candles of various colors cast their reflection on the wording of the placard while adding a picturesque coloring to the appliances below.

Suggest Santa Claus with Artificial Snow

The Public Service Company, Oak Park, Ill., had a very attractive, frosty window. The background and the sides were draped with deep red plush. Hanging in the center back was a red holly wreath, decorated with red streamers. The floor of the window was covered with cotton and artificial snow. Three steps in the back of the window were also covered with cotton and snow, with the exception of a foot in the exact center. This was covered with red plush. On the top step, at the extreme left and right, was a table lamp, with a landscape shade. On the red plush floor was a tray holding a silver coffee set consisting of sugar bowl, cream pitcher and percolator. Next to the lamps were two different kinds of waffle irons. On the second step, on the snow, were two different kinds of toasters, decorated with sprays of holly. On the red plush was a silver sugar bowl and cream pitcher with a piece of holly between them. On the third step were two still different kinds of toasters, and silver cream and pitcher set. On the floor of the window were electric grills, percolators and waffle irons. The window was framed with a curtain of frosty looking tissue paper, which gave a beautiful and unusual appearance to the window.



A snow covered roof top, with Santa Claus standing in his favorite entrance—the chimney—was the clever setting used by the Field Electric Company, San Bernardino, Cal., during the holidays last year. The Santa cut-outs and window wreaths were supplied by the Society for Electrical Development.

Spotlight the Christmas Tree

R. M. Hollister, display manager for the Kinney & Levan Company, Cleveland, Ohio, created a very unusual Christmas window. The four panels in the background were treated with applique work on net. In back of the net was a vivid screen, and in between the net and screen a green light played. Especially constructed reflectors added to the beautiful effect. In the center of the window was a Christmas tree of hand carved wood, on which three candle effects were mounted. When a spotlight was played on this tree it made the real finishing touch to the window. On the floor of the window, and leaning against two easy chairs, were vacuum cleaners. Three floor lamps were placed in the back of the window.

Build a Miniature Village for the Toy Display

The Miami Electric Light & Power Company, Miami, Fla., had a wonderful little snow scene in its Christmas window. In the front of the window was a hill, made of boards and covered with cotton and artificial snow. On the right, extreme front, a miniature train was seen coming out of one tunnel and going into another. In the background was another snow-clad hill. In front of this was a miniature village, with barns, houses, windmill, church and schoolhouse. Surrounding the village were snow covered trees. In

t Have Brought in Christmas Business

the foreground on top of the hill was a little boy, dressed in a knitted suit, pushing a large snowball. By the side of the boy, as if about to "eat" up the snow ball, was a vacuum cleaner.

Santa to the Rescue

The Thor Shop, Hamilton, Ont., Canada, showed Santa coming to the rescue of the busy housewife. About two feet from the front of the window was a small house with a snow-covered roof. The house was made of red paper to imitate bricks. The floor of the window was covered with cotton and artificial snow. Near the house stood Santa with an electric washer. A sign hung on the wall at the back, "She wanted a washer. How can you manage it? Come in and let us show you."

Don't Let Dirty Windows Interfere with Sales

To make your windows shine and gleam, wash the inside of the glass with tepid water applied with a chamois, using no soap or powder of any kind. The outside requires different treatment and should be cleaned with the following mixture: One ounce of pulverized whiting, one ounce of grain alcohol, one ounce of liquid ammonia, one pint of water. Apply this solution with a soft cloth after removing dirt. When allowed to dry and rubbed off with a polishing motion, the surface will be extremely brilliant and will stay so for some time.

Point Out the Practical Value of the Gift

"Are you a Spug?" read the window placard in one of the most successful stores in the east. "Members of the Society for the Prevention of Useless Giving will find electrical gifts the most practical gifts for the household." Inside the store were several signs with a similar message, one reading, "Don't waste your Christmas money—make it last all year round by buying something electrical." This statement will appeal to practical people because it allows them to give something useful and serviceable in the form of a Christmas gift.

Show Uses for a Flashlight

An excellent display of flashlights was secured by connecting up a large flashlight with some dry batteries and a make-and-break contact, timed to flash at intervals of five seconds. The rest of the window was dark, and the background was black. The flashlight was directed at the floor of the window, and a key ring lay in the circle of light. The placard read: "You can find it instantly with a ————————."

How to Make Window Cards Distinctive

Use black cardboard for your window cards. They keep clean longer. Have your lettering done in white or any bright color that will stand out with a black background. Orange, yellow or red would show up very well. Make it a point to use the same style type for all your signs.

Tell Them to Park Their Troubles at Your Door

If you can get an old parking sign, it will do,—if not have one made out of a cardboard disk and a wooden stand of 2-in. x 4-in. painted black. The disk should bear the words . . . "Park your Wiring Troubles Here." If you are on a side street, this can be set out on the sidewalk. Be sure that there are some lamps and coils of wire in the window as long as you keep the sign outside.

A Summer Stunt Pays Winter Coal Bills

Many dealers have found that it pays to put a washer in operation out in front of the store during the summer, but how many have used this method of attracting sales during the hoidays, too?

Travis Electric Service, Poughkeepsie, N. Y., cashed in by watching the weather instead of the calendar. During the cold weather they put a washer operating on the sidewalk. The result was two cash sales and a number of prospects that Mr. Travis believes would not otherwise have come into the store.

Change Your Displays Twice a Week

As the holidays approach the dealer will find very little time available to think up new displays which will reflect the Christmas spirit. In order to avoid a jam when buying is heaviest, it would be well to plan the windows weeks in advance so that there may be an interesting display in the window all the time, changed at least twice a week. Get as much contrast in displays as possible to make the change noticeable.

Green lights were projected through the net-work panels in the background of the Kinney & Levan (Cleveland) window, giving the display a festive atmosphere. In the center of the window was a Christmas tree of hand carved wood, on which three electrically lighted candles were mounted, adding to the appearance of the window.

Electrical Dealers Who Are Making Money—and Why (XIV)

Jung Sells Radio Sets to Farmers

Goes 150 Miles Into Country

One Salesman in a Car Has Averaged Weekly Sales of $840 for Sets—Takes the Farmer's Note and Discounts It at the Local Bank

By L. E. MOFFATT

WHEN a "neighborhood" contractor-dealer puts in radio, from how much territory is he going to get business?

Wm. H. Jung—the Reliance Electric Company—a contractor-dealer in an outlying Milwaukee neighborhood, has answered this question by taking in the farming-country section within a hundred and fifty miles of Milwaukee.

The farmer can get as much pleasure and benefit out of radio as any other user; more perhaps in many cases. And the farmer is being, or will be, given a measure of improved purchasing power, making him one of the best radio prospects.

This "stands to reason." But Mr. Jung did not, after conceding that this was true all right, let it go at that. This farmer radio business, he reasoned, did not belong to anybody. It belonged to whomever went out for it. And *he* went out for it.

One of Mr. Jung's washer salesmen had shown ability and perseverance. The boss and this salesman talked the plan over, worked out the preliminaries and early last June with a high-priced loop set in his car this salesman set out.

The trip lasted three months. The sales averaged three sets a week. The sets were of a loop type listing at $269. And the sales were all on a cash basis. That is Mr. Jung received his cash, although the farmer paid on a deferred basis by taking the farmer's note and discounting it at the farmer's local bank.

Stock investment needed for such selling is small. The salesman carries one set and wires his requirements to Milwaukee. Quick express service keeps sets available for the salesman as he wants them and as he sells them.

Straight Canvassing Necessary at Beginning—Leads Follow

The salesman's work has centered around a succession of small towns but he has worked among the farmers, not in the towns. At the start there is always some straight canvassing. Picking the most prosperous-looking farm houses, the salesman drives up to one and has a talk.

If the farmer has no radio equipment and the "prospects seem fair" he makes a demonstration.

Few sales are made on the first call. The prospect has to "think it over." When the sale is made the set is delivered right there and a long and thorough demonstration made.

How Payment Is Made

Payment and the method of payment are usually gone into on the first call. Not so many farmers want to give a check for the whole amount and the salesman explains that he will take a part in cash and the balance in the form of a note, with the understanding that the note is to be discounted at the farmer's own bank,—the note, to be made out for 60, or 90 days or whatever period is satisfactory to the banker.

The salesman between his calls has made inquiry at the bank and elsewhere and knows whether or not the customer's note can be discounted. An amount sufficient to cover the discount is added to the price.

As Mr. Jung outlined this selling method and what it was producing, I tried to see it from the farmer's angle. Here is a salesman who drives up representing a concern the farmer never heard of, shows him a radio set at a high price and asks him to sign a note for it.

"How does the salesman get over the farmer's skepticism," I asked.

How Jung Gets County Banks to Finance Radio Sales

The salesman explains to farmer he will take "part cash," and balance in form of note to be discounted at farmer's own bank.

Previously he has inquired at bank to learn if farmer's note can be discounted. An amount to cover discount is added to price.

The farmer usually goes with salesman to the bank, introducing him. In this way the salesman often gets from banker names of other farmers able to buy radio sets.

"There have been a lot of stock swindlers and others who have sold the farmer and taken his note and discounted it. Isn't the farmer a bit suspicious these days? He has probably never heard of the Reliance Electric Company and although he may want the radio set, isn't he likely to hesitate to buy it from a complete stranger? Would he not rather buy it from a mail-order catalog or come to the city himself and buy it? And what about the banker,—is he willing to give out information on his customers as to whose note he will discount?"

Selling an Advertised Set the Salesman's Best Credential

"We have met all these conditions," answered Mr. Jung. "The farmer has never heard of our firm, it is true, but we meet this successfully by offering him a set that he has seen advertised and that is made by a company he knows to be reliable. The farmer is a great reader of advertising and the name on the set is reassurance as to the goods he is buying.

"The salesman carries credentials that identify him as a legitimate business man both to the farmer and his banker. The salesman cannot walk into a bank and get the information he seeks. He usually has to make his first sale without it. The farmer is often willing to go with him to the bank and transact the business of the note there. This is his best introduction.

"One customer sends him to another and he gets a line on who can buy a set and who can't. If the banker will not give him the information direct he will usually confirm such information gathered from others.

"Mail-order competition comes in, no doubt. But like any other radio set buyer the farmer wants to see and hear before he buys. The mail-order radio business is built, as we see it, mainly from the people who cannot so easily buy any other way.

"The salesman on the spot has such an immense advantage that the mail-order house is nowhere. He is not only there on the ground with the set and his sales talk and demonstration, but he is arranging the payment in a way that the mail-order house cannot.

"We have shown to our own satisfaction at least that the farmer wants nothing but the best. And he is willing to pay for it. He wants the distant stations and he must have a set that will operate with a minimum of attention and service.

"What about service?" I asked.

"The salesman has to get around any need for service when he makes his demonstration after the sale. And with this extra careful demonstration we have had no kicks from our long-distance customers that the set has given trouble. For one thing the farmer is accustomed to doing service jobs for himself. If he is shown what might go wrong and why, he will be able to fix it. This is the situation on all the mechanical and electrical equipment the farmer buys and he accepts it as a natural thing.

"The time and care taken with these demonstrations cuts down the salesman's time but at that he has steadily sold $840 worth of sets a week through the "dull" summer months. For this fall and winter we will unquestionably do still better in spite of winter roads and delivery on the sets."

No Increase in Office Overhead

Not the least interesting thing about this business with the farmers is the small amount of office and executive work entailed. The salesman pretty nearly does it all. The office part is filling telegraphic orders and banking the checks. This leaves Mr. Jung free to manage his contracting business, the very good radio and appliance business in the store and outside salesmen who sell washers and cleaners in Milwaukee.

This business is growing and making money. It has outgrown one store and is being moved to a busier street around the corner, where there is more room, more display, more business.

The spirit of the organization—and doubtless one reason for its prosperity—is summed up in a line that is chalked onto the blackboard where sales records are compared: "Only game fish swim upstream."

The farmer pays part of the cost of his set in cash—the rest is secured by a note

Home Lighting Contests in 4,428 Communities

As we go to press 4,428 communities have reported to the Lighting Educational Committee that they are holding Home Lighting Contests in their vicinities. This number is more than three times the estimate which was made at the beginning of the campaign of the number of communities which would hold contests.

A remarkable fact is that almost invariably the school authorities of the towns are co-operating to the fullest extent. A month ago there was considerable question in the minds of the regional directors of the Lighting Educational Committee and others whether the contest was so constituted as to be suitable for school co-operation. At this time indorsement had been obtained in a few cases, and copies of letters of indorsement were broadcast to the various communities which had some hesitancy in presenting the campaign to local school authorities. Now it seems that not only is indorsement given by local school authorities but that active assistance is had from the superintendents, principals and teachers of schools. This holds true in the private and parochial as well as the public schools.

In many instances the school authorities have recognized the value of the movement as an educational campaign to such an extent that they are making entrance into the contest compulsory for certain of the students.

In Houston the superintendent of schools and the principal of the high school are conducting a five weeks' course in home lighting which must be taken as part of the English course. For the first two weeks written lessons on home lighting are given and during the next two weeks oral tests are made. During the fifth week of the course students are obliged to write the essay.

Budgetary Control in Retail Store Management

First of Series of Eleven Bulletins on Retail-Store Methods, Prepared and Issued by the United States Department of Commerce at Washington under Supervision of

LAURENCE A. HANSEN

Now Associate Editor of "Electrical Merchandising" and "Electrical Retailing"

FROM a mere glance at the statistics of business failures—the mortality table of business endeavor—one becomes convinced that something is wrong with the operating policies of many business enterprises. Again, the fact that many which continue to operate fail to pay a fair rate of return tends to bring more forcibly to the attention of business men the necessity of more scientific management on the part of executives.

Failures have been attributed to a lack of sufficient working capital, to a poor location, and are very often falsely laid at the door of economic changes. In summarizing these causes, however, poor management in some form appears to be the root of many such failures.

The retail store is conspicuous in the field of business enterprise for the number of casualties. This fact tends to emphasize the necessity on the part of retailers of a more thorough understanding of his individual management problems.

The object of this study is to help in the solution of one phase of the retail-store management problem—that of control. It is not intended that this text should serve as an absolute guide in any part of this phase of retail-store management; its sole purpose is the consideration of the principles of budgeting for control as applied to retailing. That is, it merely intends to be informative.

Applying Scientific Methods to Retailing

Budget control is not an entirely new phase in business management. Heretofore, however, it has been practiced chiefly by governmental bodies. Only to a slight extent have the principles of scientific control been applied to industrial organizations, for only in the past three or four years has the merchant realized that his business, as well as that of the manufacturer, is a science and that he, too, can well afford to utilize many of the new methods which are being adopted in business management in the entire field of industry.

Essential to the solution of any problem is the establishment of the end to be accomplished, and the principles or means by which the goal is to be reached. The technical processes and the minute details of installation and operation of any system should follow the establishment of a definite purpose and should be based on sound principles. Much advice has been given in the form of "install your system to fit the business and do not fit the business to the system," and particularly is this true with the system of budgetary control. That is to say, budgeting is not to be looked upon as a rule of thumb procedure.

The specialty store, the department store, the general store, the chain store, and the mail-order house, obviously differ in the number of departments or of stores, and in the method of sales. These, however, are not fundamental differences. The technical installation and operation of the system are influenced primarily by these variations. The subdivision of the retail field upon the basis of ownership clearly has no effect.

The division of the various types of stores into sizes of units within their own type suggests more technical differences in management. In some of the very small concerns, for example, all or most of the management functions are performed by a single individual, whereas, in the larger organizations each may be performed by a different individual. In like manner, the method of inventory, completeness of the accounting system, and statistical organization or lack of organization modify considerably the means which can be used to accomplish the end.

These illustrations seem sufficient to show that only the quantity and quality of detail and not the principles vary with the different classes of retail stores. The budget part of budgetary control may be defined as a plan for the future based upon past experience and the present economic situation, together with anticipated changes. A budget sheet is to the manager what the blue print is to the engineer. It is recognized that the analogy is not quite true, for the engineer rarely has to change his plans; on the other hand, when the whole budget plan or guide is put into effect, it is more likely that situations will arise which will necessitate changes. But in the main, the plan is fairly closely followed, just as the engineer follows his blueprint. The success of both is dependent upon the foresight and ability of those responsible for the plan and upon the possibility of obtaining exact data.

U. S. Commerce Department's Official Foreword Concerning the Work of Mr. Hansen on Government Bulletins Now Being Issued

Scientific management as applied to retail distribution is rapidly replacing the haphazard methods of yesterday, and the retailer is more truly playing his important rôle as purchasing agent for his community.

This bulletin presents information and data gathered from personal interviews with important merchants and various research sources under the direct supervision of Laurence A. Hansen, who was formerly affiliated with the Boston Retail Trade Board as assistant secretary, and who later became managing director of the Massachusetts Retail Merchants Association. Mr. Hansen's training in engineering and accounting, in addition to his wide contact and experience in retailing both in the United States and in foreign countries, particularly fit him for the dissemination of information in connection with the retail business.

Julius Klein, Director.

Bureau of Foreign and Domestic Commerce
Washington, D. C.

Some have considered a method of shortened accounting as budgeting. In the preparation of this type of budget the data are taken from more direct sources, and the usual auditing and accounting procedure, which is necessary to insure absolute accuracy, is eliminated. This type of budget, however, is not considered in the meaning of budget as used in this study. But even this method of establishing a budget is a plan on which to base future action.

By budgetary control is meant the intelligent use of the budget in the control of the various sources of profit. Budgetary control is fundamentally an economic analysis and not mere routine procedure.

Purpose of Budgetary Control

The first purpose of budgetary control should be to establish a map of future business. When a ship leaves port, the captain presumably has a goal —the port to which he is bound; the chart of the course; and instruments, such as compass and sextant, to keep him on this course. The captain of a business must take the same precautions in guiding his business ship over the rough seas of competition and alternating periods of prosperity and depression.

The established quotas and limits are the ports toward which the business pilot is heading; the budget is the map; and the comparison of actual with estimated figures corresponds to the ship's compass and sextant, for by this the direction of movement and the location of the business is determined. Here the analogy ceases, for if the ship is off its course, the rudder is merely moved so as to correct the direction. In the case of business both the direction and goal are changed—that is, the budget quotas and limits are readjusted to fit the new situations. Nevertheless, the fact remains that if the management knows what is to be done it can take the most direct means of doing it. It is difficult enough to hew to a line when the line is distinct. Waste and inefficiency, if checked every period, can be stopped immediately, and the substitution of records for memory makes for exactness.

Co-ordination of the Activities of a Business

The second purpose of budgetary control is to co-ordinate the activities of the business. In a very small business the individual functions of management may be in the hands of one man, but even here lack of co-ordination is likely to result, for the functions are less well defined and may be even more difficult to co-ordinate than in the case of much larger establishments which have an individual manager for each. Therefore, it is seen that this discussion of functional co-ordination is not merely for the large firm which has an established organization. It is true that when there are several persons individually responsible for a different function each is likely to overemphasize the importance of his own field of activity.

Selling is the "little idol" in many retail organizations. Small consideration is given to the cost of these sales and the margin which they should yield. The bringing together of the costs and possibilities of the constituent elements of the selling process enables the community purchasing agent, the retailer, to arrive at the approximately correct relation between sales volume and expense.

Proper Budgetary Control Co-ordinates Various Departments

Not only are the functions of purchasing, personnel, finance, and operation co-ordinated with selling, but the subdivisions of selling—the selling departments—are purposefully co-ordinated by the proper functioning of budgetary control.

Those responsible for accounting and statistics, the functions of record keeping, must co-operate in the actual operation of the budget plan.

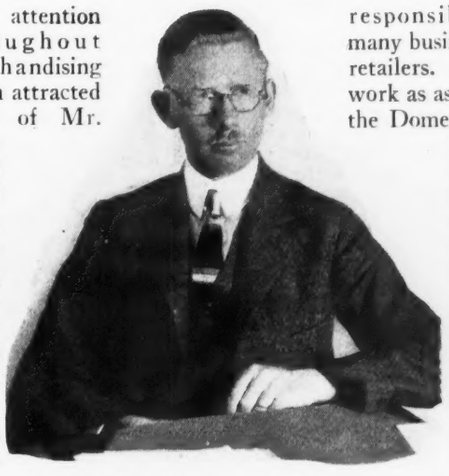
There is a very real peril awaiting the chief executive who has his eyes always on the internal performance of the business. The slow-changing as well as the rapidly fluctuating economic forces must be carefully watched. The tie-in of external and internal statistics is assured with a properly constructed and operated system of budgetary control. A consideration of the panics and crises of 1819, 1837, 1857, 1873, 1893, 1907, and the crises of 1914 and 1920, with the violent fluctuation of department-store sales as far back as statistics are available, shows the paramount importance of this function of the budget.

The third major purpose which the system of budgetary control performs is that of centralizing executive control. A consideration of this purpose is necessitated by the increase in size of stores and the increasing dangers of delegating authority to subordinates. The delegating of responsibility for the proper control of expenses to subordinates has been known to lead to dire results. The tremendous losses (caused by overpurchasing) which were taken during the last period of depression can be attributed, in part, to the lack of intelligent control of buyers' activities.

Making Forecasts and Recording Results

The fourth major purpose of budgetary control is to make forecasts more definite and to record results period by period. The idea of forecasting is not new in management, but in the past has been to a degree unscientific. The problem of selling different kinds of goods economically is constantly arising, but one season finds the average merchant just as helpless in the face of conditions as he was the year before. He has failed to tabulate

Government Expert on Retailers' Problems Joins Staff of "Electrical Merchandising"



LAURENCE A. HANSEN

WIDE attention throughout merchandising circles has been attracted to the work of Mr. Hansen as the author and supervisor of the first bulletins to take up the problems of the retailer ever issued by the United States Government. This series is now being distributed by the Department of Commerce at Washington. An abstract of the first pamphlet appears herewith; the second bulletin "Store Location" is already out, and the others are to follow at some time in the future.

Mr. Hansen comes to *Electrical Merchandising* from the post of managing director of the Massachusetts Retail Merchants' Association at Boston, where he carried full responsibility for its many business services to retailers. Prior to his work as assistant chief of the Domestic Commerce Division at Washington, Mr. Hansen was for a time assigned by the State Department to Berlin, Germany, to compile reports on imports and exports. During the war he served with the Twenty-sixth Division in all engagements of that Division in France from September, 1917, to November, 1918. Mr. Hansen attended Wentworth Institute and Northeastern University, majoring in marketing, commerce, finance and law, and while working his way through high school and college obtained practical experience in selling, buying and routine management of retail stores.

the needed facts. To be sure, in many cases the current and past statistics have been recorded, but the results of estimates, that is, the comparison of actual results with anticipated results have not been tabulated. Volume, complexity, and a desire to place the business on a permanent basis are creating a demand for reliable records.

An analysis of the thoughts that go through the mind of the newsboy, the restaurant owner, or other business men as they anticipate the market demand for their product for the day or week or month, gives ample proof that forecasting is not a new idea.

The establishment of quotas during the war drive and the preparation of Government budgets are now commonplace. The latter two examples are illustrations of the fact that the budgeting principle and, therefore, future estimates are of material value. There have been instances in which department-store owners have violently affirmed that the forecasting and budgeting for control is foolishness, and yet they use some or most of the principles in one form or another.

In addition to a central forecast, estimates of the various budgets should be received from those who are responsible for their fulfillment. This serves two purposes: (1) To gain the co-operation of executives and (2) to check up on the central estimates.

Division of Budget for Control

The division of the budget into constituent elements is analogous to the division of the functions of the business. The functions of buying and selling were first recognized, then, as business became more complex, other functions and subdivisions were found. So it is with the budget.

Today the necessity for a division of the main budget into a merchandise and operating budget is well recognized, while the establishment of a sales budget, the key to the accurate estimate of the others, has only recently been seen in its full importance. It has heretofore been considered very superficially in connection with the merchandise budget.

Sales budgets and merchandise budgets are indeed two distinct types. One is the estimating of the volume of business a store may properly expect and plan to attain, while the other is the proper control of merchandise in order to fulfill the sales expectations.

The larger management unit may wish to divide the main budget and subdivisions into still smaller segments for more searching control. While the individuality of these more minute units should be recognized, at the same time their interdependence and ultimate co-ordination into one controlling budget should not be overlooked as it is highly important.

The sales budget has as its main purpose the establishment of sales quotas, based upon the estimated possibility and profitability of sales, availability of equipment and floor space, and cost of procuring sales. These estimated quotas not only establish a goal for the selling departments, but give a basis for preparing the merchandise and operating budgets. A further function of the sales budget is to disclose weaknesses in the selling plan.

Sales possibilities are dependent upon the market conditions, market potentialities, change in communication or transportation facilities, change in store-management policy, and previous sales. By the use of past and present statistics of these five elements—the facts, plus judgment—the future can be at least more accurately forecast than with a mere 50-50 chance of a pure guess. The following shows the average per cent of accuracy of certain well-established forecasts, for a period of 10 years:

	Per cent
The various estimates of the total revenue of the Secretary of the Treasury a year in advance	83.6
Wheat production	85.0
England's national budget	95.1
Actuarial mortality figures	98.0
United States Census estimates of population	99.7

This table is given to show the degree of accuracy attained in making estimates. It is not contended that the average business furnishes a basis for such close forecasts.

The common errors in observation and interpretation of facts—omissions, prejudices, and failure to see in proper relations—must be guarded against, however. A clear distinction should be made between unorganized, relatively aimless data, and those organized or purposeful statistics which are required for genuine statistical control. Above all, future operations should not be based entirely upon the arbitrary judgment of the often too optimistic sales manager.

In determining the state of the market, the general situation and its effect on the particular community, the conditions in the particular industry (both of the basic commodities of the retail establishment and the source of income of its clientele), and the specific status of business in the community should be considered.

The anticipation of varying the store's management policy regarding credit, type sales, advertising, addition of new lines or dropping of old lines, prices, and terms of credit obviously will also have a direct influence upon the sales forecast.

Budgetary program encourages—

(a) More careful thinking.

(b) Discipline, by requiring speedy and accurate reports.

(c) Concurrent competition and co-operation among employees.

(d) Explanation of increase of expense or decrease of sales.

Activities of the budget in its role as detective—

(a) Stock control; detection of slow movers.

(b) Detection of sources of stock shortage.

Merchandise Budget

The purpose of the merchandise budget is to establish scientific merchandise control and to contribute information for use in the preparation of the operating budget. Stock control has been defined as a control which deals with the planning of merchandise activities, both "to outline the relationship between buying stock and to insure ample supply of merchandise to meet selling needs." The budget helps the merchandise manager to perform his function of bringing about the most advantageous proportion between sales, stocks, and margin and watching carefully the relation between estimated future sales and purchases.

The difference in the nature of style and staple goods, which is reflected when purchases are to be planned, is so great that a division upon this basis is essential.

Planning of staple-goods purchases will be considered first. The purchase plan for staple commodities is the resultant of the several forces—planned sales, the beginning inventory, normal inventory, inventory desired at end of the period, turnover considered possible and desirable to obtain, and length of period of delivery from the source of supply.

The relative amounts of each size, quality, and brand into which the sales quotas should be divided must be established. An analysis of previous sales and any market events which may change any of these should constitute the basis for determining the percentage relationship for the particular period. The economic elements in the sales figures should be isolated for interpretation.

There are in use three common methods of obtaining an inventory, namely, perpetual, estimated, and physical.[1] The use of the first makes possible the obtaining of much useful information in the operation of a budget. Besides the actual record of the minute merchandise classification stated above, the record of when the particular article was first ordered, of prices exchanged or credited, according to size, etc., and other information found desirable in order properly to control buying, is with small additional effort recorded when this system of accounting procedure is in use.

The function of the expense budget is to find and to stop the leaks. Small leaks, when duplicated many times, justify minute analysis. The appropriateness of the proverb, "A small leak may sink a great ship," is apparent. For the purpose of more careful control, the expense budget may be divided into advertising, delivery, labor, sundry expenses, etc. Only the first of these subdivisions will be considered in detail.

The sales budget establishes a minimum goal, as it were, while the expense

[1] There are two different methods of computing the inventory in common use: (1) The retail method, and (2) the cost method; but this is obviously not the important consideration in this connection.

budget establishes a maximum. The two sources of profit are (1) increase of the product of sales times gross margin, and (2) decrease of expenses. One is just as fruitful as the other. The latter, however, has become of particular importance to department stores in the last few years because of the increase in competition, operating expenses, and the inability to use large-scale buying power to purchase upon such favorable terms as formerly.

The principles of procedure for the control of expense are classification of expenses, establishment of expense budget by relation of expenses to sales, and the establishment of a method of control. Expenses should be classified by departments into selling and non-selling.

System Recording Past Transactions Shows What to Expect

Accountants have done much in the classification of accounts for adequate recording of expenses. A system which is good for recording what has taken place is good for recording what is expected to take place. The expenses within the departments should then be divided into direct material and labor and proportionate part of the indirect material and labor, and general administrative expense. These expenses must be subdivided into fixed, those which vary directly, and those which vary partly with sales.

In the preparation of the final budget sheet, the expenses of the non-selling departments should be allocated to the selling departments.

In the control of expenses the budget may be used as a maximum limit, absolute for the budget period, or from month to month, or as merely a desirable attainment. A modification of the former use of the budget is to allow variations from the established plan upon the petition of a major executive.

Not only, however, is it essential to control as far as possible the income and outgo, but to plan for long-time and short-time financial requirements. A company may be practically unable to meet its financial obligations, although theoretically—according to its financial books—it is solvent. From another angle, a company may be able to raise money on the spur of the moment to eliminate an embarrassing financial situation, but the failure to have made adequate preparation may mean a much higher interest cost than would have been necessary.

By the co-ordination of the individual budgets, the finances of the business can be planned. This may or may not be considered as a separate budget. To plan the cash requirements, the estimated cash disbursements must be balanced against the estimated cash receipts. Past experience and changes in method of payment of invoices are the important elements to use in conjunction with the expense and merchandise budgets in determining the expenditures. The records of past experience and changes in the credit and collection policy and credit terms determine the relative amounts of cash and credit sale. By this operation the cash expected from the major source of income may be derived. By collecting the data from the merchandise and operating expense budget in the form of an operating statement and balance sheet, an estimate of profits for the period may be obtained.

The advertising appropriation is not new. In most respects this is no more and no less than an advertising budget. In fact, it may be considered as the embryo of the present advertising budget. The difference between the two is in the method and detail of calculation of probable advertising expenditures.

Budgetary program makes possible—

(a) Construction of a profitable sales program.

(b) Co-ordination of sales and purchases.

(c) Co-ordination of sales and purchases with finances.

(d) More direct control of expenditures.

(e) Formulation of financial program.

(f) Co-ordination of all the activities of the business.

There are two major sources of demand-creating power from advertising—(1) tangible factors and (2) intangible factors. The success of either is dependent upon the force and results of its suggestibility. The most important factors under the first source are (1) choice of media, (2) size of individual layout, and (3) number of issues. Elements which determine the character of the copy and layout constitute the factors of the second.

Establish Objective; Factors Required Can Then Be Determined

Establishment of the objective of the demand-creating aid is of primary importance in the computation of the advertising budget. When this purpose is determined, the tangible and intangible factors required to give results can to a large degree be determined. In computing the former, such elements as changes in advertising policy, based upon the market analysis; the relation of past advertising to sales, noting the effect of variations in the market from buyers' to sellers' and back again, in conjunction with the estimated sales; and cost of advertising in light of results must be taken into account.

Advantages and Disadvantages of Budgetary Control

In the ultimate analysis the purpose of a retail store is to make profits for its owners. Therefore the relative costs of operation and installation of a budgetary control system in relation to the savings it makes possible is a prime consideration. Unfortunately very little data is available upon this important phase of the problem. However, the results of a questionnaire sent out by a large retail dry-goods association show that the general opinion of those using even the partial budget was that the results justified the expenditure. The estimates of the exact cost of operation of a merchandise budget ranged from no additional expense to $150 per week. Obviously the variation in the elaborateness of the system would make a great deal of difference in the absolute amounts of the additional expense.

Difficulties of budgetary control which must be recognized are:

1. The budgetary program is based upon estimates. The difficulties of preparation of the sales budget are caused by—
   (a) Difficulties in forecasting—
      (1) Market fluctuations.
      (2) Seasonal fluctuations.
      (3) Weather conditions.
      (4) Lack of standardization of products.
      (5) Complication by style goods, which makes past records somewhat incomparable.
      (6) Lack of statistics of sales to start with.
   (b) Difficulties in establishing relations between sales and expenses and sales and purchases.
2. Budgetary plans will not execute themselves.
3. Administration cannot be replaced by budgetary control. The use of the budget system may result in too little emphasis in other methods of managerial control.
4. Budgetary control cannot be perfected immediately.
5. Danger of expecting too much from the budgetary system, especially at first.
6. The expense of operation may be very considerable, if not watched closely.
7. Flexibility, which is essential to successful operation, may lead to a disregard of budget altogether.
8. Difficulty of gaining co-operation of various functionaries.
9. Danger of being "ironclad," which may lead to too much "red tape."

Estimate Totals, Then Departments and Other Subdivisions

In conclusion it must be recognized that it is not essential that all of the suggested budgets be instituted at once or that all parts be used. The system, however satisfactory, must never be looked upon as complete and the most perfect, but always as an advance toward a more perfect control.

It may be feasible to estimate only total sales at first. Then they may gradually be broken down into departments and subdivisions of departments. Next, a merchandise budget may be instituted, which deals only in rough departmental totals in money volume. Later the divisions of control may be broken down and both physical and monetary volume computed. After this the operating expense budget may have its turn of evolving into a polished plan. Expense may be deemed more important than stock and purchase control, and therefore the expense budget may be developed before the merchandise budget. But in any case, planned sales, no matter how superficial the estimate may be, must be the starting point.

Making haste slowly and building carefully each step, with eyes always focused on the ultimate goal, are the true means for the establishment of a successful system of budgetary control.

The Jobber Joins His Dealers' Sales Staff

Besides Being a Source of Merchandise, Credit and Financial Assistance to Its Contractor-Dealer Customers, the Carter Electric Company of Atlanta, Ga., Acts as Advertising and Sales Councilor and Prospect Hunter for Them, as Well

THERE used to be an idea that the seller benefited at the expense of the buyer. A horse trade was the symbol of business and the man was held to be particularly "smart" who got a good price for a very dubious animal. There was even a legal rule to justify such business practices: *caveat emptor*—let the buyer beware.

This theory is dead in most businesses and it never had a moment's life in electrical history. The purchaser of electrical equipment is now and has always been benefited by the use of the merchandise beyond any relation to the price paid.

A business practice of later date was the loading of the retailer with stock by the manufacturer and the jobber. Advertise, create a demand and then load the retailer up to the guards so that he has to sell the goods or get out of business.

This idea is gone—or rapidly going, also. The jobber today looks for greater sales, greater turnover and greater profits by helping the dealer to increase *his* sales, *his* turnover and *his* profits.

The electrical jobber has always been a source of credit and financial assistance to the dealer as well as a source of supply. He is also something more and something just as important, a source of vital sales and advertising counsel; where the dealer can spread out his sales problems and get not only advertising and selling advice, but concrete personal selling help.

Dealer Must Have Advertising and Selling Help

One of the jobbers who have most effectively developed this co-operation is the Carter Electric Company, of Atlanta, Ga., and its methods and experience in this work are well worth studying.

R. H. Scott, who has initiated and carried out this service for the Carter company went straight to the need of the service in his outlining of methods.

"In the keen competition of today the dealer who is without expert advertising service is pretty much out of it," said Mr. Scott, "and yet, the average dealer certainly cannot afford to pay for first-class advertising and selling assistance.

"Now no jobber can grow faster than his dealers grow; he can't sell them more than they can buy and as our growth depends on our dealers' growth, it is necessary that we perform this advertising service for the dealers, also we have to see that they co-operate by using the material furnished.

"This last provision is important. There is no use spending a lot of money for printed matter, newspaper electrotypes and window displays if the dealer does not use them, so an essential part of our method is that the dealer pays for the advertising service. They pay only a part of the cost of it, but they pay, and in consequence they use every bit of it and come back for more.

R. H. Scott tells how the Carter Electric Company helps its dealer-customers—

"We can't grow faster than our dealers grow; we can't sell them more than they can use.

"When a dealer goes on our list for our complete advertising service, it works for him as continually and regularly as if my hat were hanging in his office.

"Not only do we supply dealers with prospects secured from the building report service covering their territory, but we write to the prospects as well, recommending dealers to them."

Dealer Does Not Have to Carry Out the Details

"The service is complete from planning the newspaper and direct-mail advertising to checking up on the dealer's stock for a campaign and mailing out broadsides timed exactly to reach the consumer at the same time the newspaper space is run and the windows are dressed. This is handled by us so that the dealer is free from having to carry out details. When a dealer goes on our list for this service, it works for him as continually and regularly as if my hat were hanging in his office.

"This service is used by dealers and central stations in twenty-seven cities and towns in the state of Georgia. Our job is somewhat simplified in that the same advertising and mail matter is used in all these places.

"We prepare newspaper advertising for a large electrical dealer in Atlanta. The day this advertising appears in Atlanta, stereotypes of this are mailed to all the newspapers in the other towns. These papers have a standing order from the dealers in the towns and the ad is run as received except that the local dealer's name and address is set in. The order for the insertion goes with the stereo. There is nothing the dealer has to do. We will not mail these ads to the dealer and leave it to him to run them. They must go direct to the newspaper and the order must be with the newspaper to run them. This insures both the jobber and the dealer that the ads run.

"On Saturday of every week each dealer using the service is mailed

prints of all the ads which will appear the following week over his signature. With this goes a bulletin describing the way his window should be dressed to tie in with his advertising. This advertising by the way is planned to get the most out of seasonal buying and also to link up with any national advertising campaigns of importance.

"In a number of these towns the newspapers had never before run any electrical advertising. Last year the total amount spent by the dealers alone for space was $15,000. That will buy a lot of space in the smaller cities and towns."

Jobber's Advertising to Supplement the Dealer

The Carter Electric Company also advertises to supplement and tie in with the dealer's advertising. In the towns where but one dealer is using the Carter co-operative service, this dealer's name is featured and the ad is built to direct the public to his store for dependable electrical merchandise.

Dealers have commented enthusiastically on this as the advertisement recognizes the dealer as an authorized outlet for nationally-advertised electrical products, both by the manufacturer and the distributor of these products. In the towns where there are too many dealers to be named conspicuously in the ad, a line is run to the effect that the manufacturer's trade mark is the consumer's assurance of quality.

This manufacturer's trade mark is prominently displayed in the sign provided for the dealer's window.

In a similar way, all direct-mail pieces and broadsides prepared for the Atlanta retailer are syndicated to dealers throughout the territory. This kind of material, like the newspaper advertising, is worth as much to a retail store in the other localities as it is to the Atlanta store, and the Atlanta store having absorbed the cost of get-up and composition the other dealers get them at a much lower price.

A typical instance is a broadside entitled: "Electrical Convenience Suggestions for the Home." This is a catalog of appliances for the consumer. The cost for the Atlanta store was approximately $150 for the first five thousand. All that is necessary to adapt this broadside for the other stores is the changing of one line of type containing the name, the expense for this is only paper and press time, amounting to about $15.

An important feature of the Carter Electric Company's sales promotion work is the commercial lighting campaign conducted in co-operation with the Georgia Railway & Power Company. Above is shown the Model Store used to show proper store illumination, the picture at the left being taken before proper lighting was installed. The picture at the right, showing correct lighting, is claimed to have been twice as efficient in stopping passers-by as was the old window.

Dealers use these broadsides as a mailing broadside, as a stuffer for bills and as a wrapping insert with each article that goes out.

Campaign Tested Before the Dealer Uses It

In addition to a regular service of mailing pieces there are special broadsides and mail matter developed for campaign work. Campaigns are furnished the dealer complete, newspaper ads, broadsides, customer's order form in duplicate, even the office forms necessary to carry out installation orders and for record. And the campaign details are tested in actual practice before the dealer gets them.

The campaign is planned and proposed by Mr. Scott, then he gets on the telephone and calls one of his central stations or larger dealers.

He rarely has to do much in selling them the idea of a campaign; he needs only to tell them he has a campaign ready and the date he wants to begin, to get a prompt authorization to go ahead. On a test campaign of this sort he usually goes to the town and gets it started himself.

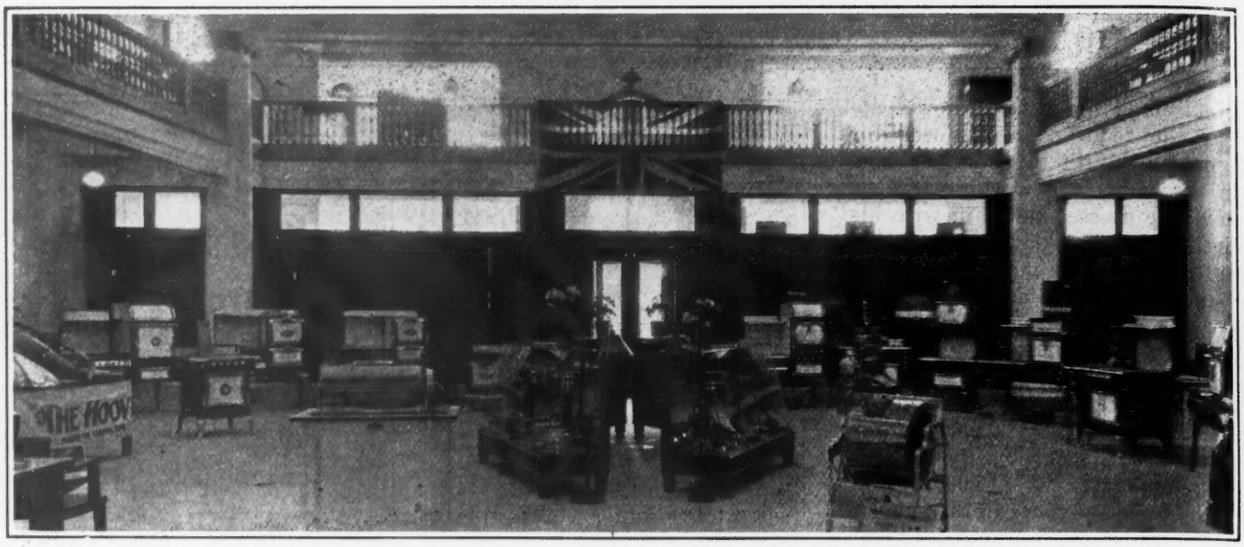
He then broadcasts the campaign plan among the dealers and other central stations and asks and gets orders for the material which the campaign will move and which the dealers should have in stock.

The campaign thus put on blankets the entire territory. An instance is the lighting unit campaign which sold 17,000 lighting units in three months through central stations.

"While we use this blanket system in preparing and placing newspaper ads, explained Mr. Scott, we very often get up a special campaign or series of ads for one of our dealers. When a dealer is overstocked or wants to sell a particular line which is not on the program, we get up a complete set of advertising material and follow it through.

"We keep very close in touch with

(Continued on page 4745)



Editor's Note—With the subject of margins and retail-store operating costs now occupying so prominent a place in every trade discussion wherever electrical men get together, "Electrical Merchandising" feels that a valuable contribution to the subject can be made by putting before the trade, without bias, figures on operating expenses and profits gathered from all types of stores selling electrical appliances. Already we have printed in these columns figures on costs and profits from central-station shops, dealers' stores, contractor-dealers' shops, and hardware stores. On these pages figures from the chain of Hydro shops in Canada are reported, and in succeeding issues results of other merchandising cost studies will be presented, which, we hope, will prove of material benefit to the industry.

Merchandising Costs and Profits in Ontario

Figures from Eight "Hydro Shops," Municipally Operated, Declare Operating Expenses Average 16.57 per Cent; Margins from 17.6 to 28.4 per Cent, and Net Profits 1.2 to 7.8 per Cent

By G. J. MICKLER
Hydro Electric Power Commission of Ontario, Toronto

THE accompanying operating statements of eight Hydro Shops for 1923, compare their sales and total operating expenses. The expenses on the second line represent the total operating expenses as recorded in the books of the shop represented. In some of the shops they do not show their expenses in the same way as in others. For that reason, the items which are not common in all of the statements presented have been separated out.

The cost of putting merchandise into stock seemed to have been the item on which some of the towns differed. Some of them included the cost of handling merchandise into the cost of merchandise and others left that as a separate item, so all of those items of cost of putting merchandise into stock have been deducted and all reports reduced to a common basis.

You will notice in town No. 1 the total expenses are 15.2 per cent of the sales.

In town No. 2 the total expenses are 19.5 per cent of the sales.

In town No. 3, 18.1 per cent or 11.9 per cent with the cost of putting into stock deducted.

Town No. 4, the percentage is 15.7; town No. 5, 23.1 reduced to 21.3 per cent with the cost of carrying stock deducted.

In town No. 6 it is 25.0 per cent reduced to 21.4 per cent with these charges deducted.

In town No. 7 it is 17.3 per cent or 12.1 per cent with these charges deducted, and in town No. 8, 15.5 per cent.

This would indicate that, generally, the overhead expenses of these eight Hydro Shops vary from 11.9 per cent to 21.4 per cent. The margins or gross profits vary from 17.6 per cent to 28.4 per cent.

Of course, the sales, in some of these municipalities, do not compare favor-

Comparative Statements of Operation of 8 Municipally-Operated

Municipality Number	1	% of Sales	2	% of Sales	3	% of Sales	4	% of Sales
Total Sales	$141,531.77		$200,207.77		$14,205.84		$51,151.05	
Total Expenses	21,435.72	15.2	39,040.08	19.5	2,575.14	18.1 x(11.9)	8,036.05	15.7
Gross Profit	29,501.62	20.8	41,533.36	20.7	3,681.93	25.9	8,972.29	17.6
Cost of Putting Mdse. into Stock	£		£		879.36		£	
Balance of Profits	29,501.62		41,533.36		2,802,57		8,972.29	
EXPENSES								
Delivery Expense			1,400.00	.7			538.75	1.1
Salaries and Com. Labor	6,973.01	4.9	18,357.62	9.1	750.00	5.3	3,262.50	6.1
Advertising	2,910.33	2.2	5,204.69	2.6	44.50	.3	1,500.00	3.0
Rent	7,650.00	5.4	3,000.00	1.5	500.00	3.5	2,234.00	4.5
Insurance and Taxes	58.79							
Interest	2,978.76	2.2	6,245.60	3.2	121.64	.8		
General Expenses	743.56	.5	4,019.86	2.0	279.64	2.0	500.80	1.0
Inspection Fees								
Bad Debts			812.31	4				
Total Expenses	21,435.72	15.2	39,040.08	19.5	1,695.78	11.9	8,036.05	15.7
Net Profits	8,065.90	5.6	2,493.28	1.2	1,106.79	7.8	936.24	1.9
INVESTMENTS								
Inventories	15,547.51	11.0	45,915.26	22.5	2,272.91	16.0	7,012.92	14.0
Accounts Receivable	56,119.41		59,753.80		5,204.69		4,500.00	*
Totals	71,666.92		105,669.06		7,477.60		11,512.92	

X Percentage with Freight, etc. eliminated. £ Freight, Express, Sales Tax and handling added to cost of material before figuring Gross Profits.

ably with the sales in others, for the reason that where wiring is done in some municipalities, that is, the installation of ranges and water heaters, it is done on the flat basis. Where this flat basis is the same as the municipality pays for the installation to a contractor or its own men there will be no profit recorded on the sales.

Windsor, for instance, sells its wiring at what it costs, and with those items included in the total of the sales the relation between overhead expenses and sales will be lower, and the profit will be correspondingly lower. As a matter of fact, they should have been deducted, but in order to impress on those municipalities the need for profit on such transactions these sales were left in, as I think they ought to realize a profit on all transactions no matter whether it is the sale of labor, or the sale of material, or the sale of service, it should all be rendered at a profit.

You will notice that the expenses have been similarly compared. I tried from the statements presented to equalize these expenses as nearly as I could, that is, to set opposite each item of expense a corresponding item from each statement.

Five out of the eight towns had a delivery expense account by itself, and from this you will see that the delivery varies from .7 per cent to 1.1 per cent. Even in some of these, they have delivery to the consumer and delivery from the freight sheds combined, while others may not, so that this is not really a true comparison of their delivery expense.

Some Comments Upon Items

Salaries, Commissions and Labor.—Town No. 1 the salaries and commission represents 4.9 of their sales. Town No. 2, 9 per cent; town No. 3, 5.3 per cent; town No. 4, 6 per cent; town No. 5, 13.9 per cent; town No. 6, 10.7 per cent; town No. 7, 4.2 per cent. Town No. 8, 8 per cent, a variation all the way from 4.2 to 13.9, which shows that some towns have to pay more to sell their goods than others.

A view of the Hamilton salesroom of the Ontario Hydro Electric System. One of the remarkable merchandising situations in this city of 125,000 population, is the fact that more electric ranges are sold from this store than washing machines and vacuum cleaners combined. The picture opposite shows the "Hydro Shop" at Toronto.

Advertising.—Town No. 1, 2.2 per cent; town No. 2, 2.6 per cent; town No. 3, .3 per cent; town No. 4, 3 per cent; town No. 5, 1.4 per cent; town No. 6, 2.1 per cent; town No. 7, .6 per cent and town No. 8, .9 per cent.

Rent.—5.4 per cent; 1.5 per cent; 3.5 per cent; 4.5 per cent; 3.9 per cent; 2.3 per cent and 1.7 per cent.

Interest.—2 per cent; 3.2 per cent; .8 per cent; 1.6 per cent; 3.2 per cent; 2.4 per cent and 2.6 per cent.

General Expenses.—.5 per cent; 2.0 per cent; 2.0 per cent; 1 per cent; .2 per cent; 1.1 per cent; 2.0 per cent. and 1.8 per cent. That "general-expense" item is another one of these indeterminate items. Some towns called general expenses one thing and others called it another thing, but, generally, the items compare favorably with one another. There may be one or two instances where they do not correspond.

Net Profits.—5.6 per cent; 1.2 per cent; 7.8 per cent; 1.9 per cent; 3.0 per cent; 3.4 per cent; 2.7 per cent and 3.6 per cent.

Slim Net-Profit Figures

You can see that the majority of these towns, in fact all of them, are operating on a pretty slim margin. Take, for instance, Town No. 2, 1.2 per cent, that is approximately equal to the cash discount on the purchase of material. If they did not take their cash discount they would not have any profit. Town No. 4 is the same, and Town No. 7 is the same. It shows how important it is that cash discount be taken wherever possible, to avoid the possibility of losing the slim margin of profit under which operations are carried on.

Below, we show the relation between the investments, that is, the value of the Inventories, and Accounts Receivable. From this we can get a general idea of the turn-over. I was not able to get the cost of material purchased as compared with the inventory, because none of the municipalities showed how much material was bought, so the actual turn-over in ratio could not be determined, but it can be figured out approximately from the approximate profit each has.

Relation of Stock Investment to Sales

Town No. 1 has an inventory of over $15,000, which represents 11.0 per cent of the sales.

Town No. 2 has an inventory of $45,915, representing 22.5 per cent of the sales.

Town No. 3 has an inventory of $2,272, representing 16 per cent of the sales.

Town No. 4 has an inventory of $7,000, representing 14 per cent of the sales.

Town No. 5 has an inventory of $8,561, representing 24 per cent of the sales.

Town No. 6 has an inventory of $14,896, representing 13 per cent of the sales.

Electrical Stores Under the Hydro Electric Commission of Ontario—1923

Municipality Number	5	% of Sales	6	% of Sales	7	% of Sales	8	% of Sales
Total Sales	$35,696.04		$110,342.24		$17,740.01		$264,038.58	
Total Expenses	8,249.99	23.1	27,608.45	25.0	3,065.30	17.3	41,141.95	15.5
		x(21.3)		x(21.4)		x(12.1)		
Gross Profit	9,297.03	26.1	31,388.31	28.4	3,550.04	20.00	50,451.98	19.1
Cost of Putting Mdse. into Stock	644.44		4,071.94		926.32		£	
Balance of Profits	8,652.59		27,315.37		2,623.72		50,451.98	
EXPENSES								
Delivery Expense			752.16	.7	176.63	1.0	1,958.53	.7
Salaries and Com. Labor	4,899.55	13.8	11,788.05	10.8	732.58	4.2	21,023.83	8.1
Advertising	501.20	1.4	2,386.41	2.1	101.40	.6	2,587.80	.9
Rent	1,400.00	3.9	2,580.00	2.3	325.00	1.7	3,000.00	1.4
Insurance and Taxes	151.47	.4	851.73	.8			937.15	.4
Interest	576.00	1.6	3,474.49	3.2	414.45	2.4	6,704.16	2.6
General Expenses	77.33	.2	1,244.16	1.1	358.14	2.0	4,639.73	1.8
Inspection Fees			459.51	.4	30.80	.2		
Bad Debts							290.75	.1
Total Expenses	7,605.55	21.3	23,536.51	21.4	2,138.98	12.1	41,141.95	15.5
Net Profits	1,047.04	3.0	3,778.86	3.4	484.74	2.7	9,310.03	3.6
INVESTMENTS								
Inventories	8,561.54	24.0	14,896.21	13.0	3,614.09	20.5	40,660.23	16.0
Accounts Receivable	15,085.27		54,022.31		4,137.96		88,815.84	
Totals	23,646.81		68,918.52		7,752.05		129,476.07	

X Percentage with Freight, etc. eliminated. £ Freight, Express, Sales Tax and handling added to cost of material before figuring Gross Profits.

Town No. 7 has an inventory of $3,600, representing 20.5 per cent of the sales.

Town No. 8 has an inventory of $40,660, representing 16.0 per cent of the sales.

You will notice that Town No. 1 did $141,000 of business on a $15,000 inventory. Town No. 2 with three times the value of the inventory of Town No. 1 had only about 30 per cent more business. Town No. 5 had $8,500 in stock to do $35,000 worth of business. Town No. 6 had an inventory of $14,896 to do $110,000 worth of business. It shows that the shop which purchases properly can sell a lot of goods without having a great quantity of goods in stock. It is not necessary to buy a lot of material in order to do business now-a-days, because most manufacturers carry enough in stock to supply a reasonable demand within a reasonable time. Some people have an idea that the minute they start doing business they have to build a cellar and fill it full of stock, and when they come to figure up three or four years afterwards *where their money has gone* they generally *find it in the basement.* And, as a rule, it is in obsolete material, and the theoretical profits made during three or four years disappear very rapidly.

The Accounts Receivable vary, of course, depending on the conditions in the municipalities shown. Some towns have a very elaborate time payment system others have not any, Ottawa, for instance.

The Total Investment of Town No. 1, is $71,000. Town No. 2, $105,000; Town No. 3, $7,500, and so on.

Appliance Sales Approach Sales of Electricity

You will see by these figures that the importance of the Hydro Electric Shops in some municipalities is attaining considerable proportions, that is, considerable enough to make them rank in very close relation to the power and lighting business of the municipality.

SALES OF LARGER ELECTRICAL APPLIANCES IN 21 HYDRO SHOPS FOR 1923

	Population	Ranges	Washers	Vacuum Cleaners	Water Heaters	Air Heaters and Grates	Irons
Brighton	1,411	2	0	3	2	5	12
Belleville	12,206	38	37	42	22	36	92
Chatham	13,256	40	23	22	15	26	74
Dundas	4,978	12	2	3	0	16	10
Guelph	18,128	101	30	15	38	138	263
Hamilton	114,151	476	272	232	90	204	319
Kingston	21,753	13	4	6	6	45	93
Kitchener	21,763	49	10	12	5	50	44
Lindsay	7,620	6	1	1	5	15	61
London	60,959	596	266	332	65	265	334
Niagara Falls	14,764	68	11	3	6	30	14
Ottawa	107,843	246	0	0	97	93	219
Paris	4,368	17	10	0	1	1	2
Perth	3,790	24	0	8	1	11	56
Stratford	16,094	401	133	60	64	178	93
Sarnia	14,877	103	81	75	13	7	99
Trenton	5,902	4	7	10	0	3	25
Toronto	521,893	1,561	376	824	319	858	5,260
Welland	8,654	48	4	26	13	15	19
Windsor	38,591	1,043	224	324	167	283	366
Woodstock	9,935	130	8	4	23	55	36

This table indicates the purchasing tendencies of the people of these municipalities—the relative proportions of sales effort being put behind these appliances, and the sales possibilities for future efforts. Note that the electric range leads in sales.

I venture to say that with some of these towns showing from $141,000 up to $264,000 worth of sales these will compare very favorably in volume with the revenue from the sale of light and power. The importance of having records that will show in detail the operations of those shops cannot be stressed too much.

An American magazine (see *Electrical Merchandising*, May, 1924) recently presented a comparison between the sale of different types of appliances in a number of cities in the United States. They had these tables prepared and grouped according to the size of the municipalities, and there were about ten different groups, ranging from 50,000 population, up to cities with a population of a million or more. In reading that article over and looking at the tables I thought it would be interesting to show the similar comparison of sales of appliances in Hydro municipalities also reproduced herewith. The most noticeable feature of the tables presented in the American magazine was the absence of any figures on ranges.

Graphs showing the relation between the sales of the different types of appliances were presented. Washing machines took up about half, vacuum cleaners a third, and the rest distributed among ranges, toasters, and what not, but ranges were negligible.

In the report here given on Canadian cities, you will find that in practically every municipality the range is the most important appliance sold. Take London, for instance. London sold over *two and a half times as many ranges as washing machines;* Windsor pretty nearly five times as many ranges as washing machines, and Stratford three times as many ranges as washing machines.

Some towns say they cannot sell washing machines, other towns say they cannot sell ranges. It might be well to compare one's own town with another of approximately the same size, operating under similar conditions, and see what methods are being employed which make their figures so much different from yours.

Toronto, with a population of 600,000, has a municipally-operated electric shop which last year through all channels sold 1,561 ranges, 376 washers, 824 vacuum cleaners, 319 water heaters, 858 air heaters and grates, and 5,260 irons.

Margins Too Small to Allow for Business Contingencies

Referring to the tables of results of the operations of the eight Hydro shops, one can easily see that the operating profit in these eight shops is mighty small. It is too small to allow any leeway in overhead or to cover unforeseen conditions which might arise, and which have already arisen in the past four months when business dropped down. All will agree, without exception, I believe, that on the majority of electrical appliances the margin of profit is hardly sufficient to cover all of the legitimate operating expenses.

With the majority of electrical appliances with a discount of 25 per cent or upwards, (and 25 per cent is in Canada almost the prevailing discount) we ought to show a larger margin or "gross profit" on sales. You will notice in town No. 1 gross profit or margin averaged 20.8 per cent of the sales; Town No. 2, 20.7; Town No. 3, 25.9; Town No. 4, 17.6; Town No. 5, 26.1, and so on.

Those percentages were not arrived at by deducting the actual cost of the material from the sale price. There are items of cost that have entered into the majority of those figures the expense of which must come out of the sale when it is made, and out of the margin that the manufacturer allows.

I say that the average percentage of net profit varying from 1.2 per cent to 7.8 per cent is hardly sufficient to cover legitimate operating expenses in a Hydro Shop. Of course, some Hydro Shops are saddling themselves with expenses that the other fellows are not called upon to meet. At the same time, I know the cry is going abroad that some margin of profit must be realized in order that expenses may be more easily met and depressions in trade taken care of without seriously handicapping the operations of the shop and contractor dealers as well.

In Town No. 2, the net profit is 1.2 per cent and that, you will realize, is about equal to the cash discount. If they do not get their cash discount after the invoice comes in, then, they are certainly out of luck for their net profit is wiped out.

The Electrical Purchasing Power of City Populations

Pamphlet of the United States Chamber of Commerce Affords a Method of Estimating the Consuming Capacity of Various Centers

TO PROVIDE an answer to the question—how much of a given commodity can a city buy—the Domestic Distribution Department of the Chamber of Commerce of the United States, has issued a pamphlet giving statistics which afford a key to the purchasing power of the population in thirty one cities which are distributing centers, throughout the United States.

The publication contains tables based on the 1920 Census statistics, as well as figures gathered by the Department of Labor, showing the character of the population in these various centers and the average per-capita consumption. By a simple calculation these tables afford a method of estimating the consuming capacity of these centers, not only for commodities but for many specified articles — information of particular value to manufacturers and distributors in fixing sales quotas.

Statistics Given for Cities Throughout Country

The centers for which the statistics are given are: Atlanta, Baltimore, Birmingham, Boston, Buffalo, Chicago, Cincinnati, Cleveland, Denver, Detroit, Houston, Indianapolis, Jacksonville, Kansas City, Los Angeles, Memphis, Minneapolis and St. Paul, Mobile, New Orleans, New York, Norfolk, Philadelphia, Pittsburg, Portland, Maine; Portland, Ore.; Richmond, St. Louis, San Francisco and Oakland, Savannah, Seattle, Scranton.

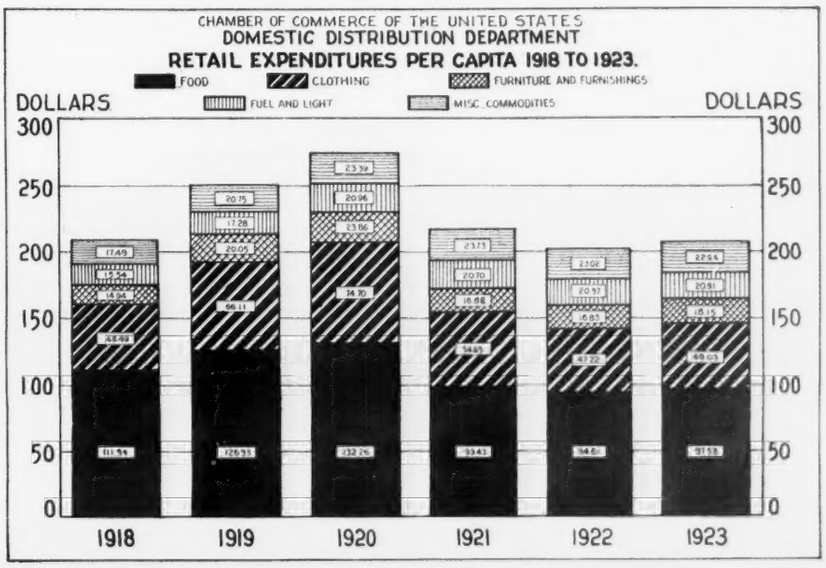
Several examples are given for the use of the figures in the pamphlet in setting sales quotas in individual cities. An electrical instance cited is as follows:

"Suppose the manufacture of an improved electric curling iron is contemplated; but before starting production the manufacturer wishes to determine the possible sales in each of the leading cities, based upon a maximum output of 50,000 irons.

"The principles for using the figures given in the document are alike for all cities, and Mobile, Alabama, is taken as an example. Evidently negroes have no use for curling irons; hence only the white population, 36,854, is considered. The average number of persons per white family is 4.8, which divided into 36,854 gives 7,678 white families. This figure represents the maximum number of curling irons which might be sold in Mobile, based on the probability that the same curling iron would be used by mother and daughter. The comparatively rare cases where this would not be true are reasonably well balanced by the number of families where no curling iron is used or wanted. For this reason it appears probable that the number of white families is the proper gauge for estimating the possibilities of an improved electric curling iron in the city of Mobile. Inasmuch as the plans call for only 50,000 production, the sales' quota by cities is determined by figuring what proportion the number of white families in each city bears to the total number of white families in the United States and applying that percentage to 50,000."

The pamphlet also tells of a study being made to supply information regarding retail stores in America.

Copies of the pamphlet may be obtained from the United States Chamber of Commerce, Washington, D. C.



Classes of Building Construction in 1924

The following table shows the proportion of building construction of various classes, erected or contracted for during 1924, as estimated by the *Architectural Forum:*

Schools	14.4	per cent
Hotels	11.4	" "
Apartment Houses	10.2	" "
Industrial Buildings	10.	" "
Office Buildings	9.9	" "
Dwellings	7.4	" "
Apartment Hotels	6.4	" "
Club House	5.6	" "
Hospitals	5.5	" "
Churches	5.1	" "
Banks	3.6	" "
Theaters	3.2	" "
Public Buildings	2.6	" "
Stores	2.5	" "
Community-Memorial Y. M. C. A., etc.	2.2	" "

Dealers Who Are Making Money—and Why (XV)

How Rush Makes Money in the Electrical Business

"You Can't Sleep and Make a Profit from an Electrical Store at the Same Time," Declares Hot Springs, Ark., Dealer—But He Proves That There's Money to Be Made by the Up-and-Doing Individual

By ROGER McDONALD

"YOU furnish the money, and I'll furnish the experience," proposed an electrical man once, "and we'll show 'em how to do things around here." So J. C. Rush furnished the money. He got the experience soon afterward, when he had to take over the business in order to protect his investment.

That is how Mr. Rush came to enter the electrical business in Hot Springs, Ark., twenty years ago. He still is in the electrical business—because he likes it and because he makes money. He was a successful real estate man with little thought of ever doing anything else when that electrician made him the proposition that turned his attention to the electrical field. If his partner had told him that it required 300 watts to make a conduit, he probably would have believed it! That's how much he knew about the business he was financing.

Ignorance may be bliss, ordinarily; but when you have money tied up in it the bliss is rather uncomfortable. So when Rush realized that it was up to him either to learn the electrical business or lose his investment he chose the former. Even before his partner threw up the sponge, Mr. Rush made frequent visits to the shop and watched the other figure costs and place orders. It was not long before he could order the simpler stuff himself. By the time the partner left, Mr. Rush was able to handle the merchandising end of the business fairly well. what he didn't know about the shop, he learned as fast as study would teach him.

"I always did like selling," Mr. Rush said, "so it did not take long for me to fall right in with the merchandising end of the business. The more technical part I picked up gradually, by studying my stock and books and magazines on the subject."

The result is that Mr. Rush has built up a business, under the name of Rush Brothers, that is exceptional for a town the size of Hot Springs. You see few city shops its equal. He does some contracting; he sells appliances, and he has a big fixture business; he makes money from all of them. For personal reasons Mr. Rush would not allow his volume of business to be quoted, but you will hunt through the whole South and back again before you find a store that makes more actual profit in a town no bigger than Hot Springs.

Located on the Main Street

His business occupies a building with a frontage of forty-three feet on Central Avenue, the city's main street. It extends back seventy-eight feet, and has a basement. He declares that he needs considerably more space to adequately take care of his business.

No Skip-Stops in Rush's 20 Years of Profit-Taking

"There are practices in the electrical industry as well as in many other fields that cause uneasiness and dissatisfaction from time to time, but there is always a way to make money selling electrical merchandise and service if you go after it strongly enough," says J. C. Rush who went into the business as a novice, and who has yet to see his first year without an actual profit from his store and shop.

The building is a sort of show spot in the industrial side of Hot Springs. The entire front is of glass, with the exception of the framing and a narrow strip above and below the glass windows. The store is divided into two sections; the fixtures on one side and the appliances and the general merchandise on the other. Brilliant illumination at night, shining on the exceptionally neat interior of both departments and in the display windows makes a spot that everyone who passes sees. In fact, Mr. Rush credits his display facilities with a large part of his sales.

The store has seventy feet of window display space. Strange, when there are only 43 feet of frontage to the store, you say? Well, he is so certain that window displays pay a big return on the investment of time and money that he has leased space from the store adjoining his, which happens to be occupied by the public service company.

"I try to change the display in my windows about once a week," explained Mr. Rush. "In that way nothing ever gets stale to the passers-by. They always stop and look, for they have something new to interest them."

The store is exceptionally neat, Mr. Rush believing that the psychological effect of a dirty store dispels trade to the extent of thousands of dollars a year. Neatness encourages buying, and it looks as if many electrical contractors who carry merchandise too, are losing a lot of business for the reason that they do not put themselves in the place of a woman customer when they arrange the interior of the store. They think too much of the workshop while they are preparing a reception for the refined woman prospect.

Of the three major divisions in the business — fixtures, appliances, contracting—each does about a third of the volume; and each returns a satisfactory margin of profit. Although Mr. Rush declares that he makes more money from fixtures than from either of the other lines, this may be because his interest runs more to fixtures than to the other departments, for it does.

One entire half of the store is segregated for fixtures, for correct lighting is a sort of hobby of his. It grates against his nerves to see a bare nitrogen light in use where it comes in contact with a person's vision. And because of this feeling, he has sold his city on proper lighting. Unlike the clothing clerk in a men's store who sells more by telling the public to dress well and succeed, and that proper dress is an index to character, then greets a prospective customer in shirt sleeves, Mr. Rush does not preach covered lights and then use nitrogen bulbs in his own establishment. There is not a bulb in his entire fixture department but which is either frosted or protected by a bowl. Neither are there any open lights in use in any part of the store. He teaches his prospective customers by example.

Store frontage 43 ft.; show window 70 ft.
How? Rush rents the window space of the adjoining store.

The Rush store sells a large number of appliances on the strength of the interior and the window displays. From the outside a person may see the entire fixture display, and it may likewise be seen from the appliance side of the store. People are encouraged to visit the fixtures department, whether they want to buy or not, and the result is that the place makes a number of "spur of the moment" sales to people who did not come to buy but made up their mind after seeing something on display that attracted their attention. Mr. Rush sells a great deal of merchandise to visitors in Hot Springs in this manner, and he does a considerable mail-order business with customers who began buying their fixtures on these little informal visits to the shop.

The fixture stock turns about two and a half times a year.

In handling appliances, Mr. Rush prefers to do his own selling with his force. In speaking of manufacturers and jobbers who send sales forces into a dealer's territory to help him put on a special drive on some particular item, he said: "No doubt these salesmen are good at their jobs, and they probably could sell more appliances than my men could; but there's another way of looking at the thing. The special salesmen remain in town probably for a week, and are gone. We are here all the time. They go out and call on our regular customers, as our representatives. What they say, we are honor-bound to back up. If we don't, customers wonder how it is that we allow men to work for us who are not reliable in what they promise. I do not mean that the average special salesman makes misrepresentations, but some of them do; and one can do more harm than we can remedy in a year. We prefer to handle the situation in our own way with our own men. We believe we do better for ourselves and for the manufacturer in the long run."

Makes Good Use of Telephone

Mr. Rush believes that house-to-house selling is an excellent thing for the smaller city as well as the large, and he is making money doing it. However, he finds his telephone even more important, in the matter of selling, than house-to-house calls.

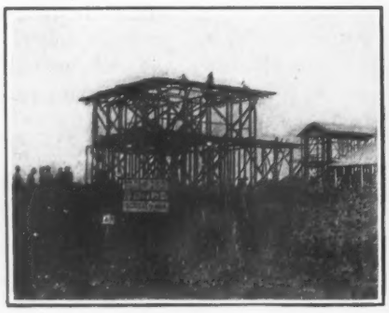
"We keep our telephones working overtime," he said, "in selling in every department, selling to old customers as well as to new ones. When we have a special drive on any particular appliance or article, instead of going out from house-to-house, blindly, we sit down and call up all the people whom we think would be interested and make appointments. Then the outside man has something definite upon which to work. He makes fewer calls and a considerably greater percentage of sales. We sell appliances by telephone; we sell fixtures; we even close contracts by telephone. It is difficult to overwork it."

Rush contracting is a little different to that of the average electrical shop. Instead of working overtime trying to get contracts for wiring new homes and public buildings, he lets that kind of business "ride"; because he declares that competition makes it impossible to do such a job as he likes to do it and have a sufficient margin of profit left. Instead, he finds rewiring of old houses a highly profitable field. "Whenever we have an emergency call to come out and repair a break in the wiring, we often find that the job was done improperly in the first place and that a complete re-wiring is really necessary before the job is right. We tell the owner so, and in this way we get most of our contracting," Mr. Rush explained.

Rentals Build Sales

The Rush store does a considerable transient business. It is estimated that 150,000 people visit Hot Springs each year; and Rush directs not a small amount of attention to these people. One of the most profitable business sources with the visitors is his fan rental department. This runs into hundreds of dollars a month during the summer.

He sells a considerable number to people who first rent them and then decide to keep them. After a fan has been in use for three or four weeks, then he sells it at a reduced price, but always at a figure that represents more than the original selling price when added to the rental. And it is a fact that Rush has yet to show a loss for any single year.



A real estate company, a building company, a department store, an electric railway company and an electrical manufacturer co-operated with the Tokyo Electric Company in putting over Japan's first "Home Electric." In keeping with a Japanese custom of dedicating every public building, the Home was blessed by a Shinto priest, as shown in center picture. At the right is shown the committee, in attendance at the opening luncheon consisting of dried cuttlefish and sake.

Japan Exhibits First "Home Electric"

Modern Home Movement Under Way in Flowery Kingdom—Dedicated with Ancestral Rites

By F. D. FAGAN
Advisor of Tokyo Electric Company, Kawasaki, Japan

A FEW months after the September, 1923, catastrophe in Tokyo and Yokohama, a Home Electrical for Tokyo was suggested. A committee was appointed by the sales-manager of the Tokyo Electric Company, and work of securing funds, etc., was started at once. As there was no organized association of either dealers or lighting committees, the committee had to seek other support, if the Home Electrical was to be other than a "one-company" affair. After an investigation, a real estate company, a building company, a department store, an electric-railway company, an electrical manufacturer, and a lamp company agreed to build and furnish complete a two-story combination Japanese and foreign-style six-room house, half the rooms to be furnished in the native fashion, and the other half according to Western ideas.

Land was supplied by the realty company in a new and exclusive section of one of Tokyo's suburbs and work commenced.

Home Blessed by Shinto Priest

On June 12, I was informed that the Home Electrical was to be blessed by a priest. This ceremony is similar to laying a corner stone and takes place in a home or building on the day the rafters supporting the roof are put in place.

When the committee representing all the companies interested in the Home Electrical arrived at the house it was being prepared for the ceremony.

In the center of the roof was a sort of flag staff from which a few strings of white paper were hung. A shinto priest brought to the house fresh fruit, vegitables, cakes, sake or wine, and a large branch of a tree on which was placed a number of small squares of paper. The priest, clothed in a bright golden kimono robe, called the committee to the house, where he read from a manuscript a prayer to the God of Ancestry. The fruit, etc., was placed in the house as an offering to the god for the future prosperity of the tenants of the house.

After the reading the priest swept the air around him with the branch of a tree which was to drive out all evil spirits, another manuscript was read and the sweeping repeated. Following the priest's prayers, each member of the committee offered up a silent prayer and placed a branch of a tree in the center of the table.

A Home Electrical is new to Japan but I believe this is only the beginning of a better relation between Japanese contractors and central stations.

O. D. Young and F. M. Feiker to Head Nationwide Census of Retailers

A NATION-WIDE census of retailers of all kinds, undertaken to determine the distribution costs of industries in general, is proposed by a sponsoring committee which has been charged with the formulation of a plan for the survey. This plan will be submitted to Congress, which is expected to authorize the census, making the committee an integral part of the Department of Commerce under Secretary Hoover, who, it is said, is strongly in favor of the project.

Owen D. Young, chairman of the board of the General Electric Company, and a member of the Dawes Commission and the reparations committee, will be chairman of the proposed mercantile census committee. F. M. Feiker, former editor of *Electrical Merchandising*, for three years Secretary Hoover's assistant in the reorganization of the Department of Commerce, and now vice-president of the Society for Electrical Development, will be vice-chairman and in active charge of the work. The committee will have headquarters in New York.

If distribution costs of various products can be lowered, it is believed that wholesale and retail prices will be lowered, as well as the ultimate price to the consumer. This can be done, it is felt, by eliminating waste in distribution. Since the Government and industry at large have but little data on distribution costs, the census is proposed.

Secretary of Commerce Herbert Hoover is reported to favor the census plan, stating that it will effect a more orderly marketing of products, will give business men a basis for the shaping of business policies, will lengthen the life of business concerns, and will make employment more constant. The work will also aid in impressing upon the public that business is a service institution and is entitled to a fair profit.

Answers to Questions on the Code

Discussion of Wiring and Construction Problems — Nationally Known Authority Answers the Questions of "Electrical Merchandising's" Readers

By VICTOR H. TOUSLEY
Chief of Electrical Inspection, City of Chicago
Member of Electrical (Code) Committee, N. F. P. A.

Location of Switch When Wires Enter Coal Bin

QUESTION: What are the requirements when service enters a coal bin? Should entrance switch be placed in bin, making it necessary to climb over ten or twelve tons of coal?

ANSWER: Code rule 405-a covers the point raised. This rule reads: "A switchboard, or an approved cabinet containing a switch, shall be placed at the nearest readily accessible point to the entrance of the wires, and within the building." The words "nearest readily accessible point" define, in rather broad language, the location of the service switch. It is the intent of the rule that the amount of service wires inside the building and unprotected by the service fuse be kept at a minimum, but it is also the intent of the rule that the service switch be readily accessible. A service switch located in a coal bin is not readily accessible and would violate the Code rule. The location of the switch should be changed to some other place in the building where it could be installed in full conformity to the rules, or if this cannot be done a free passageway to the service switch should, if practicable, be provided. In case neither of these expedients is possible the inspection department will undoubtedly grant permission to locate the switch at some point further in the building beyond the coal bin.

Use of Armored Cable on Service Wires

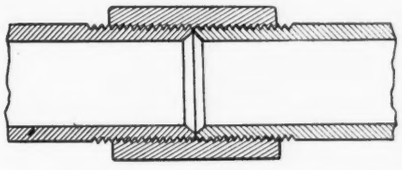
QUESTION: Can "BX" be used for the service wires of a residence? The BX comes out under the eaves where the rain will not affect it. It has an approved service head.

ANSWER: While the Code accepts service wires carried into a building through porcelain bushings, it implies that if the wires are in metal, rigid conduit should be used. In fact, the Code recommends, in the note to Rule 404-a, the use of conduit. It is not good practice to use "BX" on any part of the service before it reaches the service fuse. "BX" is not waterproof; the metal covering does not have any great carrying capacity, is not so apt to hold in any arc which might result from a ground or short and it does not offer the same mechanical protection as is afforded by rigid conduit. Many localities prohibit, by local rules, the use of armored cable in any part of the service run.

Joining of Conduit in Couplings

QUESTION: Is there any rule in the Code which requires that conduit be screwed into couplings until the ends of the conduits butt together?

ANSWER: As far as the writer knows there is no Code rule which specifically states that conduits must butt together in a coupling. However, this is one of the necessities of good conduit construction, so self-evident that it has never been made the subject of a Code ruling. It comes in the same category as the reaming of conduit. There is no rule which requires the reaming of a short piece of conduit cut from a standard length, but this should and is always done in good work. The accompanying sketch shows how the conduit should appear in a finished coupling. With the ends of the conduit reamed and butted together a fish wire can be inserted or a wire pushed through the conduit with little liability of interference to the fish wire or injury to the wire braid.



HOW CONDUITS SHOULD JOIN TOGETHER IN A FINISHED COUPLING

Protection of Transformers on Inside Installations

QUESTION: We expect to add to our present steam driven generating plant two rotary converters. Is it necessary to enclose the transformers, used in connection with the rotary converters, in fireproof vaults?

ANSWER: Rule 5005-b reads: "Transformers shall not be installed in buildings other than stations or *sub-stations* except by special permission of the inspection department. Where such permission has been granted * * * shall be contained in an enclosure of fire-resisting material * * *." It will be noted that the rule differentiates between transformers in stations and those located in other buildings and, if located in a station or sub-station, no fireproof enclosure is required. The Code gives no definition of a sub-station. A sub-station of a lighting or power company is generally self-evident, but when high tension apparatus is installed in the engine room of a mercantile building, for instance, it becomes necessary to comply with certain conditions in order to class the installation as a sub-station. Protection from the fire and life standpoint are the basis of the Code rules. If the location in which the high tension apparatus is to be placed is of fireproof construction and the apparatus is properly located and arranged then the damage from the burning out of the transformers or the failure of the circuit breakers or other apparatus is reduced to a minimum. If the location of the high tension apparatus is such that access to it cannot be readily obtained by unauthorized persons, and if the provisions to obtain this protection are of such a nature that their permanence is guaranteed, then the installation could be classed as a sub-station and the rules would not require the enclosing of the transformers.

Location of Fuse on Motor Circuit

QUESTION: Where wiring a 25-hp., 220-volt, d.c. motor which is to be fed from a set of 700,000 c. m. cables running along the ceiling in conduit, is it necessary to place a fuse at the ceiling where the motor circuit taps on to the feeders?

ANSWER: Rule 808 d of the National Electric Code covers this case. This rule reads: "Automatic overload protective devices may be omitted at the point where conductors carrying the current of only one motor are connected to the mains, provided their current carrying capacity is at least one-third that of the mains, the length of the conductors between the mains and the motor protective devices is not greater than fifteen feet and they are suitably protected from mechanical injury." It will be noted that where the motor leads are one-third the carrying capacity of the feeders and where these wires are not over fifteen feet long and are suitably protected from mechanical injury no fuse is required

at the point where the tap is made. A 25-hp. d.c. motor of the voltage stated will take normal running current of about ninety-four amp. On the basis of 110 per cent carrying capacity the mains feeding the motor would have to carry 103 amp. This would require a 1/0 wire. A 1/0 wire has a carrying capacity of 125 amp. A 700,000 c.m. cable has a carrying capacity of 500 amp. One-third of this is 167 amp. In this case, the size of wire required by the motor would not have sufficient carrying capacity to bring it within the provisions of the above noted rule. It would be necessary, therefore, either to install fuses at the point where the tap is made or the motor leads would have to be increased to a capacity sufficient for 167 amperes, or a 000 wire. The exception made in this case to the general rule of fusing is based on the fact that the motor is protected from overload by the motor fuses. The comparatively short leads from the ceiling to the motor protective devices need be protected only against short circuits or grounds which might occur in the conduit running from the ceiling to the motor switch. As there will always be back of these leads a fuse or circuit breaker with a capacity of not more than 300 per cent of the capacity of the leads and as a short or ground is of only few seconds duration and not sufficiently long to endanger the insulation of the wires, these wires can be considered as amply safeguarded by the protection afforded.

Identifying Ground Neutral on Circuits

QUESTION: Is it necessary to indicate the grounded neutral on services of two-or three-wire? Article 601-b only mentions circuits to be indicated.

ANSWER: The word "circuit" as used in this rule is apparently intended to mean circuits in general and is not intended to apply to branch circuits alone. The service wires, when of No. 8 or smaller, should be identified, as should all mains, sub-mains, and meter loops of No. 8 and smaller. It is quite important for the proper carrying out of the marked wire system to have all wires identified where practicable, and it is especially important that the service wires be so marked that when they are connected to the company's lines the identified or grounded wire of the house wiring system will be connected to the grounded wire of the transformer secondary. The use of marked wires is also important at the meter loops and particularly at meter loops where four wires, or both sides of the circuit, are left out for the meter connection. With the service grounded in the building an incorrect connection to the wires from the pole would result in a dead short and probably a fire. With the reversal of the wires at the meter the polarities in the building would be completely reversed. The marked wire should be used on both two and three wire services.

Soldering of Wire on Ground Clamp

QUESTION: In attaching a ground wire to a ground clamp is it necessary to solder the wire to the clamp?

ANSWER: Some types of ground clamps are so designed that the wire must be soldered to the clamp. Other types are so designed that the wire is clamped or fastened under binding screws. Those clamps approved by the Underwriters' Laboratories for use without soldering are as follows:

Gillette Vibber Company (Aluminum steel types); Federal Electric Company (Securing gas pipe to outlet box); Fairmount Electric Company, "Vogel"; R. A. Schmidt; Geo. Heinman & Company; Cameron Appliance Company (Type A); Reliable Electric Company; Cowles Electric Company (Type D); Veco Mfg. Company.

Disconnecting Conductors at Entrance Switch

QUESTION: Should the neutral wire be tapped off at entrance switch or only the live side broken on two-wire grounded services?

ANSWER: Rule 405 b of the National Electric Code says: "The service switch * * * shall disconnect all conductors of the circuit; provided, however, that where the switch, fuses and meter are combined in an approved device or compact combination of such devices having no live parts or wiring exposed and which is capable of being sealed or locked, * * * the switch blade may be omitted in any grounded conductor if other means is provided within the cabinet for disconnecting such conductor." There are on the market a number of meter test devices designed in accordance with the specifications of this rule and approved by the Underwriters' Laboratories. On 2-wire services the switch is single-pole and only the live wire is broken. On 3-wire services the switch is double-pole, the two outside wires only being broken. In all of these switches the neutral main is carried into a terminal from which it can be disconnected by the loosening of a screw or screws thus forming a "disconnecting means." The neutral "load" is also connected to a standard terminal. Where these approved meter test devices are not used the service switch must disconnect "all the conductors of the circuit." A two-pole switch must be used on 2-wire services and a three-pole switch on 3-wire services. The use of the ordinary single-pole knife switch on 2-wire services, or a two-pole knife switch on 3-wire services with the neutral wires tapped together is a violation of the Code rule quoted.

Trouble on Factory Motor Circuit Affects Nearby Residential Ground

QUESTION: A small residence was recently wired using the marked-wire system and having the neutral wire grounded inside the building in accordance with the Code. In a factory building next door trouble occurred on a large motor circuit, and when this trouble occurred the ground wire in the residence became red hot. What caused this?

ANSWER: The motor in this case was probably a three-phase motor. It is quite customary with lighting companies where both sets of transformers are on the same pole to use the same ground wire for grounding the secondaries of both the three-phase power system and the single-phase lighting system. If the motor trouble resulted in the grounding of one of the three-phase wires to the conduit of a grounded conduit system this occurrence could be explained as shown in the accompanying sketch. When the three-phase motor circuit grounded, current flowed through the conduit, the ground wire, the water pipe system to the street, through the water pipe running into the residence and then through the wire connecting this water pipe to the neutral service wire. Thence back to the secondary of the three-phase transformers. In other words, the three-phase circuit was short-circuited through the neutral grounding wire in the residence with the result that this wire was overheated.

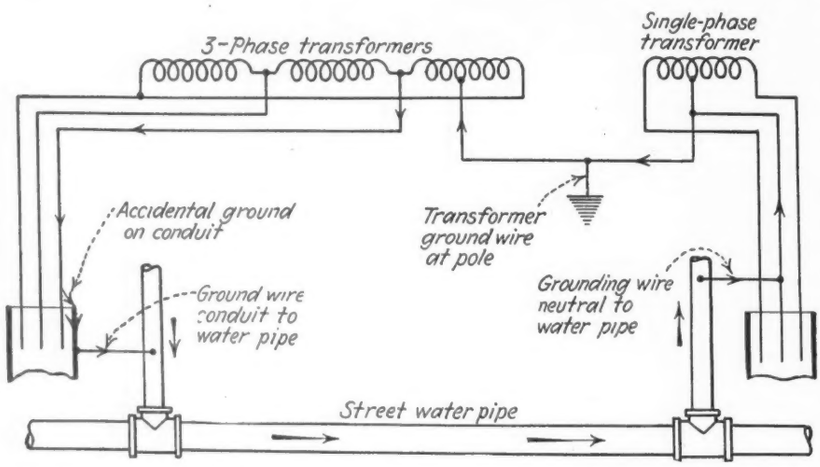


DIAGRAM SHOWING POSSIBLE SHORT CIRCUIT THROUGH NEUTRAL GROUND

Common Radio Troubles and How to Remedy Them

Testing for Open Circuits and Short Circuits—Causes of Squealing and Howling in Audio-Frequency Amplifiers—Correct Values for "C" Batteries

By J. S. MOYER and J. F. WOSTREL

Editor's Note — The following article is abstracted from "Practical Radio," just off the press of the McGraw-Hill Book Company, 370 Seventh Avenue, New York City, publishers of books for "Electrical Merchandising." It is published in the belief that the pointers on "trouble shooting" will enable the radio department to render better service to set owners.

TO DETERMINE whether the source of trouble is in the radio receiving set or whether it is external, light the vacuum tubes and use the telephone receivers in order to find out, first whether noises of interference are present. If the filament fails to light or flickers, there is an open circuit or a loose connection in the filament circuit. In the order of common occurrence the fault may be at the "A" battery terminals, the spring contacts in the tube socket, the rheostat, or the tube terminals.

If the reception is clear it is advisable to postpone the testing until poor results are again experienced. If interference is present, disconnect the lead-in wire from the antenna and the ground wire when the vacuum tubes are lighted with no change in the settings. If the noise then disappears, the trouble is either in the antenna to ground circuit, or is due to some form of external interference. Antenna trouble may be located by inspection. Look over the system to make sure that there is no contact anywhere between the antenna or lead-in and any nearby object such as a tree, building, guy wire, or telephone line, and that the lead-in is insulated from the building at the place of entry. Leaky insulators or a break in an insulated (covered) lead-in wire will also prove troublesome.

Testing Ground Connection

To test the effectiveness of the *ground connection*, tune in the "whistle" of some station and then tap the ground binding post several times with a finger. If the ground is poor, a decided variation in the pitch of the "whistle" will be noticed as the binding post is tapped. It is well to examine occasionally the clamp which is used to attach the ground wire to the ground connection and to scrape it clean if it gets corroded.

Noises resulting from trouble in the receiving set would be rather difficult to locate were it not for the fact that certain faults produce characteristic sounds. This narrows the search from a complete test to an examination of but a few circuits.

* * * *

After the antenna, ground, and filament circuits have been found in working order, the tester may often save much time by going over all the terminals and binding posts to make certain that there are no loose connections. Poor or loose connections may be detected by tapping the wiring with a pencil and listening in on the telephone receivers. An increase in noise when a wire is tapped shows the presence of a faulty connection in that wire. A condenser which is short-circuited from any way whatever will show a flow of current when tested. Soldering flux between the sheets of a fixed mica condenser is a common source of trouble. When a short circuit occurs between two wires which should not have any part in common, a testing current will find a path through the short. To test the plate circuit, first check the plate battery voltage, then light the tubes and disconnect one of the "B" battery wires, touching it several times to its terminal. If a series of clicks is heard in the telephone receivers, the plate circuit is complete, but if no clicks are heard, there is an open somewhere in the circuit. Telephone receivers may be tested by touching the tips of the cord to the terminals of a dry cell. If no clicks are heard the circuit is open.

Check Circuits with Wiring Diagram

Before a home-made receiving set is tried out it is best to check each branch circuit in the set with the wiring diagram. When one branch is verified, mark the corresponding circuit on the diagram with colored ink or crayon so that the tracing process may be simplified. At the time the checking is being done, see that all connections are firm and clean; that contact is not prevented by insulation of a wire caught under a terminal or binding post; that no wires are touching; that there is no extra wiring which does not appear on

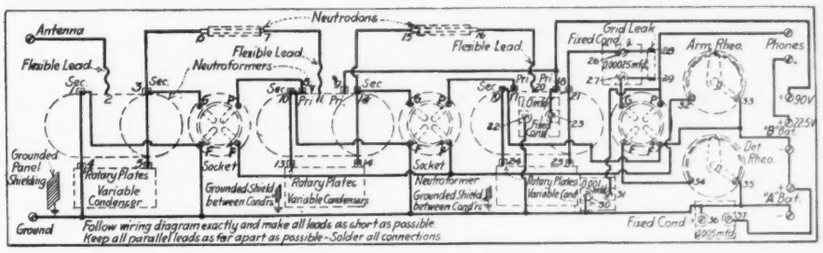


FIG. 1—WIRING DIAGRAM FOR THREE-TUBE NEUTRODYNE RECEIVER

the diagram and that no part of any insulated wire has any concealed breaks. Take each vacuum tube out of its socket and make certain that the tube terminals and the spring contacts in the socket are clean; if the springs are not making contact, bend them in the proper direction to increase the pressure against the tube terminals.

* * * *

Weak reception, accompanied by a rasping, scratchy, fuzzy noise may be caused by a telephone condenser, or by a grid condenser, which does not have enough capacity. The connection of the grid return of the detector vacuum tube to the positive terminal of its filament is a remedy in some cases. An oscillating receiving set acts in this manner and the remedy here is simple, being merely a reduction of regeneration. If too much feed-back is still present, even after the control dial is in its minimum position, it is necessary to try one or more of the following expedients—less "B" battery voltage on the tickler coil, or a grid leak having less resistance. Curiously enough, the same trouble is caused when the amount of feed back is too small. The feed-back can be increased by adding more turns to the tickler coil, or by using a larger plate variometer or a coupling condenser. If the volume decreases as the tickler coupling is increased, the feed-back is reversed and acts in the wrong direction. Interchanging the tickler connections is the solution for this trouble.

* * * *

In home-made receiving sets the constructor discovers very frequently, upon the first trial, that the audio-frequency amplifier does not function properly, or, in other words, it does not amplify. The most common cause of this is an open circuit in the secondary winding of one of the transformers. Such a fault cannot be repaired by the amateur, so that if the manufacturer does not have any repair service, it is necessary to get a new transformer. A cheap transformer may not give any voltage amplification at all, being merely a form of coupler. It has been found that a poor unit may even step down the voltage so that the amplifier acts as a very efficient reducer.

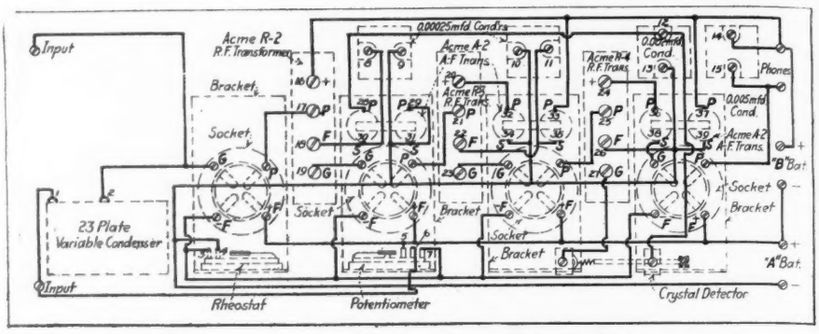


FIG. 2—WIRING DIAGRAM FOR FOUR-TUBE REFLEX RECEIVING SET

There is no standard method of marking transformer terminals so the experimenter is often in doubt as to the proper connections. The outside lead of the secondary winding should be connected to the grid of the amplifier tube, and the inside lead of the secondary to the negative terminal of the "A" battery. The grid leads should be as short as possible and should not be run near the plate leads. Howling is often due to long and carelessly arranged leads. If the amplifier oscillates at a frequency above audibility, no noise is heard, but the amplification is poor. A 0.001 microfarad fixed condenser connected between the grid and filament of the second audio-frequency stage will prevent this action and often will improve reception even when there is no howling. It is best to try the primary winding connections both ways, that is, connect them one way and note the results, and then notice if any improvement is gained when the connections are reversed. Grounding the cores of transformers will reduce capacity effects.

Sometimes poor signals are the result of a short circuit in the transformer due to leakage paths made by the effects of corrosive flux used in soldering. Exhausted batteries will give very poor amplification. Although an exact value of "B" voltage is not essential, the amplifier is very sensitive to changes in voltage after the voltage has dropped considerably. A negative voltage having a maximum value of about 1.0 volt may be applied to the grid by connecting the grid-return wire to the negative terminal of the "A" battery. Up to about 40 volts in the plate circuit this method is satisfactory, but beyond that a greater value of negative voltage is needed. This may be obtained by means of a "C" battery which is connected in the grid-return wire with the negative terminal toward the grid. Approximately one volt of "C" battery may be used for each 10 to 15 volts of "B" battery above the value of 40 volts. Ordinarily not more than 6 volts of "C" battery or 100 volts of "B" battery should be used.

To get the best results from vacuum tubes, they should be placed in such an order that the best one is in the first stage, while the poorest one is in the last stage. The testing of the tubes can be done by trying them out, one after another, in the first stage of amplification, with the other stages cut out. The vacuum tube giving best results should be left in the first stage, and then the remaining tubes should be tested in the second stage, with the first stage working, and so on.

Trouble with the radio-frequency amplifying stages, in the receiving set of an amateur, usually is the result of faulty arrangement, and improper design. Under this heading may be included the use of condensers having high losses, not enough inductance in the primary and secondary of the vario coupler, tubes not suitable for radio-frequency amplification, high resistance leads, grid leads too long and placed too near the plate leads, jacks in the radio-frequency circuits, the use of regeneration (either tickler coil or plate variometer) in the radio-frequency stages, and the choice of unsuitable transformers. Other causes, which are common to any kind of receiving apparatus, are, a short-circuited lightning arrester, loose connections in the antenna, a poor ground or high-resistance connections, loose connections or short circuits in the secondary of the detector, dirty or weak tube contacts, an open in the stabilizing circuit, leakage due to the use of corrosive flux in soldering, poorly soldered joints, and exhausted batteries.

An oscillating circuit in a receiver may often be located by the howl which is apparent when the hand is brought near that circuit. Such oscillations may be prevented by the use of proper by-pass condensers and by arranging the apparatus so that feed-back is decreased.

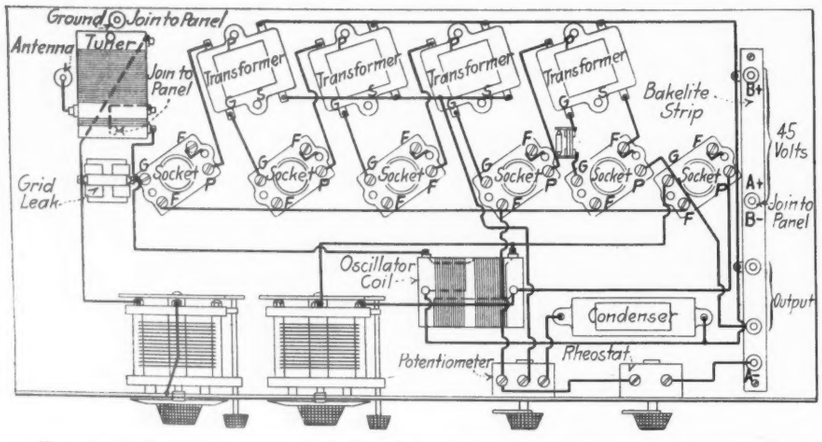


FIG. 3—WIRING DIAGRAM FOR SIX-TUBE SUPER-HETERODYNE RECEIVING SET

Window Displays and Store Arrangement Boost Sales for the Thomas Day Company

California Dealer, with Three Successful Appliance Stores, Makes Use of These Factors in Merchandising

By C. GRUNSKY

THE serpent required only his own persuasive tongue to bring about the first sale on record—and good salesmen will undoubtedly go on indefinitely making sales with no more effective background than a soap-box. There is, indeed, nothing which will replace the personal element of service—but it is one of the modern improvements of this century that proper attention is at last being paid to the adjuncts of a sale. When a business gets beyond the one-man stage, it is particularly necessary to allow the goods to do part of the selling for themselves. Here is where the silent salesmen—the advertisement, the window display, the effective store arrangement enter. The modern department store sale today is ninety per cent of it due to these three elements and only ten per cent due to the personality and compelling arguments of the clerk behind the counter. The electrical shop, with its more specialized field, depends somewhat more upon personal service, but the same rules hold good in its case, and here, too, window and store arrangement play an ever larger part in merchandising.

Company Appreciates Importance of Window Trims and Displays

The Thomas Day Company, specialists in electrical fixtures, with however, a complete range of electrical appliances in its stock appreciates the importance of planning the silent element in the sale—and its three branch stores in San Francisco, Oakland and Sacramento, Calif., are models of their kind in the matter of window trims.

The supervision of windows and the arrangement of all display rooms of the Oakland store of the Thomas Day Company is in the charge of Kathryn F. Tefft. The entire conduct of the store is maintained on a definite schedule—advertising, displays and store activities combining to make a united impression upon prospective customers.

Undoubtedly the feature which attracts most attention to this establishment and makes it stand out in the memory of customers and passers-by alike, is that of window decoration. No effort has been spared to make the pictures thus presented both beautiful and sales-compelling. Windows are changed once a week. This period, in Mrs. Tefft's opinion, is none too long to give the public the full impression of the window, whereas, on the other hand, a longer continuance of the same grouping would tend to become monotonous and would create an impression of not being progressive.

When Possible, Windows Connect with Special Events

Wherever possible, an effort is made to tie the window in with some local or national event. Holidays, such as Thanksgiving or Christmas, of course, find their reflection in window cards and theme—and following the same idea, attention is called to Mother's Day, Boy's Weeks and other similar occurrences. This not only lends a unity to the window as a whole, but adds a news interest which is fostered by every other reference to the event in question.

Why the Thomas Day Company, Oakland, Cal., gets local profits and national attention.

Advertising, displays and store activities are co-ordinated to make a unified impression upon the customers.

Window displays have a dominating center of interest to which the eye is first attracted.

News appeal in window trims is promoted by tying up with every local or national event.

The merchandise sells itself, because it is properly displayed and arranged, reducing the element of personal service.

Unified Window Gets Better Results by Accentuating Interest

Another principle in window displays which is carefully followed by Mrs. Tefft is that each display should be unified in interest. Each window has a center of interest physically, in that one point is the highlight toward which the eye is first attracted—and also a center of the interest in the sense that attention is featured upon one appliance. This does not mean that there are not other articles in the window—but they are in the background. Some times it is an idea rather than one appliance which is featured, as when labor saving in the home was used as a central theme around which the window display was built.

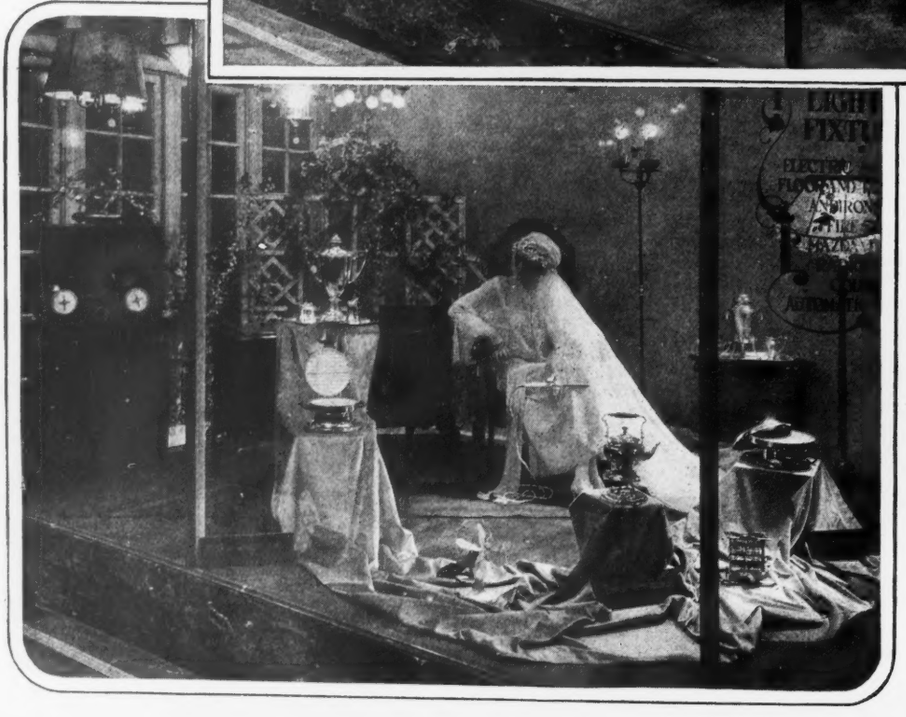
The interior of the store has recently been remodeled to bring about the utmost convenience for the customer. One of the steps taken was to lessen materially the width of the first floor selling space. Too large an area is a drawback rather than an aid in selling, much as too large a kitchen makes extra work. With the present arrangement, the customer is saved steps in examining different branches of the stock—and at the same time articles of different nature are brought close together. This offers an opportunity for the salesman to call the customer's attention to new goods or special bargains in some other line when the original sale is completed and often leads to an additional order.

The second floor is devoted to

Wouldn't These Windows Sell for You, too?

Whenever possible the Thomas Day Company ties its windows up with a national or local event—or even the weather. The one at the left was put in when fall started. Many variations of this display have been used by electrical dealers but none made the human interest situation as complete as this one with a "mother" holding the little bathrobe in her hand.

For Mother's Day what could be more appropriate than having a "mother" in the window reading the greeting card accompanying her gift—a radio set. An explanatory card reading "Mother—Give Her the World on Mother's Day—Bring It to Her with a Radio Set" gave the passers-by the message quickly.



In this "June Bride" window, no effort was spared to make the display both beautiful and sales-compelling. The "bride" — the dominating center of interest—had her head so turned that the attention of the window shopper was directed to the appliances.

radio and to portable lamps. A radio set is, of course, kept on the first floor, as is also a goodly number of floor and table lamps, but these are intended as samples rather than material for sales. The customer interested in either line is taken always to the second floor where a more complete selection is to be had. The location of the radio on the second floor has a number of advantages. In the first place, none of the valuable ground floor space is taken out by a demonstrating room, which always has to be in a measure shut off and in appearance therefore, diminishes the size of the store. Customers appreciate the isolation, moreover—and feel more at their ease when they feel that they are not being watched or listened to by others who might be attracted by the program under way. The advantage of keeping the sound of the loud speaker from the other display rooms is obvious. Softly shaded lamps and comfortable chairs serve to put the customer completely at his ease.

Fixtures Grouped According to Type and Price

Separate display rooms are provided on the third floor for the display of fixtures. A special effort has been made here to meet the customer's convenience. Fixtures have been grouped according to type and price so that the purchaser can see the full assortment desired in one room, without having to run about from one room to the next in order to compare different fixtures under consideration. In addition, each fixture is provided with a specially designed plug which fits into outlets provided in the ceiling and walls so that every piece can be shown lighted in any of the fifteen display rooms. This is not only a very flexible system, but permits of varying the arrangement of the display rooms from time to time and does away with the stiff appearance of most fixture exhibits.

Salesmen are instructed to obtain a definite idea from the customer as to the type and price range of the fixture desired. Articles of this quality are then shown, together with that just one step higher, an endeavor being made of course, to sell the better type of goods. The old method of showing the best in the shop first and then coming down to a possible price range for the customer has been discarded. After examining the handmade and handpainted articles, the cheaper materials often look less attractive than they in reality appear when viewed alone—and a sale is sometimes lost in this way. The "three per cent for lighting equipment" slogan is always emphasized, as few home owners have considered what a small price they really do pay for this important feature of their home equipment.

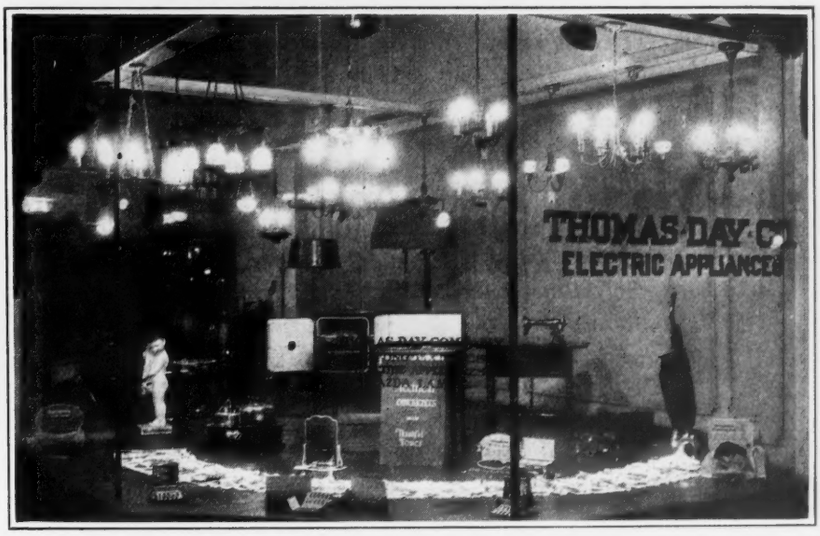
Electric ranges and water heaters are also sold on the third floor. A model kitchen has been set up, complete with all details so that a complete meal can be cooked here with a minimum of effort. A demonstrator is employed and gives demonstrations of the operation of the range to interested prospects upon appointment. To arrange for such a service by appointment makes the customer feel that this is being done especially for her benefit, rather than that she is merely looking on at a public exhibit. In addition it saves time on the part of the customer and the demonstrator alike, not to mention the saving in food and other details which need not be kept in a state of continual preparedness for visitors.

The homebuilder is looked upon as an excellent prospect for all types of electrical business. In consequence a very careful check is kept upon building permits taken out in Oakland. These are always printed in the newspapers—and are carefully recorded each day and entered upon a double card system. Letters are sent out to all these individuals calling attention to the importance of fixtures in the home and the necessity for arranging for this detail early. Thirty days later, a second letter is sent out which makes a more definite appeal for the choice of fixtures. All active prospects are placed in the hands of salesmen who make a personal call. The salesman is given one of the cards upon which all information as to the details of the work and as to what letters have been sent out is recorded. On this he records his own actions and reports back each evening to the office, where complete records are kept upon the duplicate cards. It thus is possible to tell at a glance in just what situation each prospect now is.

Encourages Wiring to Pave Way for Appliance Sales

To all those taking out building permits of more than $3,000, a series of electric cooking and heating letters are sent. The first of these emphasizes the necessity for adequate wiring. This letter is of particular interest because the store itself does no contracting work. It recognizes, however, that there will be no sale for electric appliances later unless the original wiring job is properly done—and it gladly contributes to general progress in this field. A second letter calls attention to the actual appliances sold by the store.

A special point is made of assisting home builders in the planning of their electrical installation and equipment—and experts from the Thomas Day staff are always available in the solution of lighting and other home problems. This not only brings actual later sales of definite appliances and fixtures, but is a builder of good will which is passed on in an ever widening circle.



A card reading "Electrical conveniences for thankful homes," and a roast turkey in the open oven of the range tied up this window intimately with Thanksgiving. To give the window a better balance and color crepe paper with turkey designs was used.

"How Money Is Made—or Lost—in Housewiring"

Cleveland Contractors Compare Estimates of Given Job—League Compiles Survey of Prevailing Wiring Prices

TWENTY representative electrical contractors of Cleveland were recently asked by the officers of the Electrical League of Cleveland to estimate on a given house wiring job the requirements of which were as follows:

14 ceiling outlets	2 three-way switches
2 side outlets	1 bell
4 convenience outlets	1 buzzer
9 single pole switches	1 transformer

Each contractor was asked to bid on this job according to his own method of estimating. To secure the greatest possible uniformity in bidding, each bell and each buzzer was considered as one outlet and this job was therefore estimated on a basis of 33 outlets.

Bids thus obtained ranged from $80 to $167.

This wide variation in bids, it was assumed, indicated that the contractors' costs, or what they think is their costs, vary in about the same proportion.

Prime Cost Should Not Vary

Prime cost, that is the cost of labor and material for a given job should be no more for Contractor Smith than for Contractor Brown and certainly Journeyman Jones *should* install as many outlets a day for Smith as for Brown.

The only cause for any marked variation is in the items of overhead expense and profit which must be added to the prime cost but this could not reconcile the difference between $80 and $167.

With these facts in mind the wiring group of the League set about to reduce the method of estimating costs to the simplest possible factor. Estimating on a straight outlet basis, outlets with hardware and service added, and estimating all of the items required for a job, were discussed at some length.

Estimating all of the items entering into a job, pricing, extending and footing to arrive at the prime cost, adding for overhead expense and profit was considered a fundamentally sound method of figuring. Outlet density for arriving at the number of feet of wire per outlet was considered important if a complete list of material and labor was to be made up for each job.

Five Factors Entering Into Estimate of House Wiring Cost

Due to the great amount of time required to make up a complete estimate for each job and the difficulty of persuading a great majority of contractors to use this system, it was thought a more simple system should be devised. It was finally agreed that the five important factors entering into the cost of house wiring, viz.:

(1) Outlets,
(2) Hardware,
(3) Bells, buzzers and transformers,
(4) Service and
(5) Inspection,

should form the basis of cost estimating.

It was further decided that inasmuch as Inspection, Service, and Bells, Buzzers and Transformers were a constant factor within certain limits, some method should be arrived at for figuring these items separately to further simplify matters.

Each of the three contracting groups was, therefore, asked to estimate the quantity of material and labor required to install the outlets only, to complete the hardware outlets only, to install the bell, buzzer and transformer, to install the service conduit and fittings and the inspection fee. The results of their calculations are shown in the following table:

Outlets	Group No. 1		Group No. 2		Group No. 3	
No. 14 R. C. wire	1,300 ft.	$8.45	900 ft.	$5.62	1,000 ft.	$6.25
½ in., Loom	200 ft.	3.60	140 ft.	2.52	200 ft.	3.60
No. 5½ knobs and nails	250	2.38	300	3.00	300	2.70
½ in. tubes	250	.81	200	.65	250	.75
Outlet boxes	31	4.03	31	4.34	31	3.72
Solder, tape and paste		1.00		.75		.75
Hours of labor	14	19.25	12	16.50	13	17.88
		$39.52		$33.38		$35.65

Money Is Made in Housewiring Work

1. By knowing what jobs cost

2. By knowing, not guessing, what the overhead expense is

3. By knowing that a profit must be made on invested capital in addition to overhead expense

4. By adding these three items together to determine the selling price of the job

5. By standing firmly on the quoted price, whatever it may be, and realizing that "No" is a very important word in the English vocabulary—and

6. (Last and most important of all)—By setting up a proper organization to handle th's class of work promptly, efficiently, and with small sales effort.

Outlets	Group No. 1		Group No. 2		Group No. 3	
Hardware						
Receptacles and plates	4	$0.80	4	$0.80	4	$1.60
Single switches	9	2.34	9	2.52	9	2.70
3-way switches	2	.72	2	.70	2	.85
Hours of labor	3	4.12	2½	3.44	3	4.12
		$7.98		$7.46		$9.27
Bell, Buzzer and Transformer						
Comb. bell and buzzer	1	$0.70	1	$0.49	1	$0.52
Lbs. of bell wire	2	.64	1¾	.50	2	.70
Bell transformer	1	.70	1	.65	1	.72
Push buttons	2	.18	2	.20	2	.18
Hours of Labor	1	1.38	1	1.38	2	2.75
		$3.60		$3.22		$4.87
Service						
½ in. conduit	10	$0.57	10	$0.65	10	$0.60
½ in. x 12 in. nipple	1	.06	1	.13	1	.07
½ in. Greenfield conduit	3 ft.	.20	3 ft.	.21	3 ft.	.21
Greenfield connectors	2	.16	2	.25	2	.16
Service Cap	1	.28	1	.24	1	.22
Service L	1	.24	1	.24	1	.22
½ in. pipe straps	2	.02	2	.02	2	.02
No. 10 R. C. wire	35	.40	34	.43	34	.34
2 circuit polarity board	1	.35	1	.34	1	.51
6 in. x 6 in. cabinet	1	.27	1	.33	1	.30
15 Amp. Plug Fuses	2	.05	2	.07	2	.06
Service switch	1	1.65	1	2.25	1	1.65
Ground clamp and wire	1	.20	1	.50		.24
Hours of labor	2	2.75	2	2.75	2	2.75
		$7.20		$8.41		$7.35
Inspection						
Permit	1	$2.50	1	$2.50	1	$2.50

Recapitulation

	Permit	Outlets	Hardware	Bell, Buzzer and Transformer	Service
Group No. 1	$2.50	$39.52	$7.99	$3.60	$7.20
Group No. 2	2.50	33.38	7.46	3.22	8.41
Group No. 3	2.50	35.65	9.27	4.87	7.35
Total	$7.50	$108.55	$24.72	$11.69	$22.96
Average	$2.50	$36.18	$8.24	$3.89	$7.65

Average per light outlet $36.18 divided by 33 equals $1.09
Average per hardware outlet $8.24 divided by 15 equals ..... .55

We have now compiled sufficient information to estimate the cost of a housewiring job with a fair degree of accuracy.

Cost of Typical Job Estimated

Let us now figure the cost of our typical job in accordance with the data which we have compiled.

1 Permit	at $2.50	$2.50
33 Outlets	" 1.09	36.18
15 Hardware Outlets	" 0.55	8.24
1 Bell, Buzzer and Transformer		3.89
1 Service		7.65
Total prime cost		$58.46

Having arrived at the prime of this job of $58.46, it doesn't necessarily follow that all contractors can sell this job for the same price.

It is necessary for each individual contractor to *know* his overhead expense ratio and the net profit desired, which must be added to the prime cost to determine his selling price.

For the purpose of quickly estimating a house wiring job, the following tables have been compiled:

TABLE NO. 1

Overhead expense ratio to sales	Per Cent	Per Cent	Per Cent	Per Cent	Per Cent
Net profit desired	20	25	30	35	40
	5	5	5	5	5
Permit	$3.33	$3.58	$3.85	$4.18	$4.55
Each outlet	1.45	1.56	1.68	1.82	1.98
Each hardware outlet	.74	.79	.85	.92	1.00
Bell, buzzer and transformer	5.20	5.54	5.97	6.45	7.05
Service	10.02	10.90	11.80	12.75	13.90

TABLE NO. 2

Overhead expense ratio to sales	Per Cent	Per Cent	Per Cent	Per Cent	Per Cent
Net profit desired	20	25	30	35	40
	10	10	10	10	10
Permit	$3.58	$3.85	$4.18	$4.55	$5.00
Each outlet	1.56	1.68	1.82	1.98	2.18
Each hardware outlet	.79	.85	.92	1.00	1.10
Bell, buzzer and transformer	5.54	5.97	6.45	7.05	7.78
Service	10.90	11.80	12.75	13.90	15.30

For example: If a contractor's overhead expense ratio to sales is 30 per cent and he desired a 10 per cent net profit, it would be necessary for him to use the figures shown in column No. 3 in the second table. This would give him the selling price for the job, which would include his prime cost (labor and material), an overhead of 30 per cent and a net profit of 10 per cent.

Let us again refer to our typical house of thirty-three outlets and estimate the selling price according to the method at which we have arrived. We will assume that the contractor figuring this job has an overhead of 25 per cent and that he desires a 10 per cent profit on the job. Therefore, we will refer to Table No. 2, column 2, and estimate the job as follows:

1 Permit		$3.85
33 Outlets	at $1.68	55.50
Add for 15 hardware outlets	.85	12.75
1 Bell, buzzer and transformer		5.97
1 Service		11.80
Total		$89.78
For the readers' information, this job sold for		$89.00

A Survey of Present Wiring Prices

To discover what the prevailing prices for residence wiring in Cleveland are today, a survey of seventy house-wiring jobs was made to determine the run of prices and the effect of League work on the contracting trade. A total of nine representative residence wiring contractors contributed the accompanying data on prevailing wiring prices:

The results of this survey have also been plotted on a graphic chart. Each dot represents an individual job and the range is from 22 to 118 outlets.

The heavy line represents, as near as possible, the average selling price.

It will be noted from this chart that the prevailing selling price for a 20-outlet job is approximately $2.80, gradually decreasing to $2.45 for a 40-outlet job and remaining at the same level until we reach 85 outlets and then a gradual increase to $2.90 for a 120-outlet job.

This is to be expected, as the constant factor for inspection, service and bells on small jobs would tend to increase the price per outlet.

Jobs of eighty outlets or over should be investigated carefully before quoting and if figured according to the formulas which we have devised it would be as well to add a percentage in proportion to the heavy line shown on the graphic chart which we have reproduced on the following page.

It is reasonable to suppose that nearly all jobs which fall below the heavy line were money losers while the ones above the line should have resulted in a profit. On the next page will be found a list of itemized prices of seventy housewiring jobs in Cleveland.

Money Is Lost in Contracting

1. By guessing what price will secure the job

2. By not keeping a cost record

3. By not keeping a proper accounting system to determine overhead expense ratio, and

4. By lack of proper business organization to handle jobs of a highly specialized nature.

Wiring Jobs That Paid—and Those That Lost Money

Itemized Prices of Seventy Housewiring Contracts—Sold by Nine Cleveland Concerns

Firm No. 1

Light Ceil.	Outlets Side	Outlets C. O.	Switch SP	Switch 3W	Outlets 4W	B'ls	Bus's	Total Outlets	Sold For	Average per Outlet
12	1	7	5	4		1	1	31	$70.80	$2.28
14	5	11	8	6		1	1	46	101.20	2.20
13	5	9	8	4		1	1	41	89.80	2.18
30	4	15	17	2		2	2	72x	185.00	2.57
22	18	18	11	2		1	1	73	192.00	2.63
13	0	10	11	4		1	1	40	98.00	2.33
15	3	9	10	0		1	1	39	103.25	2.65
27	0	19	18	4		1	1	70	145.40	2.18
15	4	5	11	4		1	1	41	107.25	2.62
29	16	18	16	6		1	1	87	230.00	2.74
190	56	121	115	36		11	11	540	1095.00	$24.38
Average price per outlet for this group										$2.43

Firm No. 2

12	1	8	11	4	1	1	38	$97.00	$2.55
28	6	13	21	4	2	2	76	180.00	2.37
27	2	12	20	4	2	2	69	160.00	2.33
11	3	3	9	2	1	1	30	74.00	2.47
13	2	7	11	2	1	1	37	86.00	2.32
16	4	9	12	4	1	1	47	108.00	2.30
107	18	52	84	20	8	8	297	$705.00	$14.34
Average price per outlet for this group									$2.39

Firm No. 3

26	6	13	12	4	1	1	62	$157.00	$2.53
25	6	23	18	6	1	1	80	168.50	2.10
30	4	8	22	2	2	2	70	160.00	2.29
12	3	4	7	4	1	1	32	104.40	3.26
48	6	26	30	8	2	2	122	260.00	2.40
36	17	31	21	8	1	1	115	305.00	2.90
13	0	7	10	4	1	1	36	80.50	2.44
17	3	9	9	4	1	1	44	114.00	2.36
34	7	22	15	16	1	1	96	280.00	2.82
241	52	143	144	56	11	11	658	$1629.40	$23.10
Average price per outlet for this group									$2.56

Firm No. 4

12	3	8	10	4	1	1	39	$86.00	$2.20
20	2	14	15	4	1	1	57	131.00	2.29
30	2	12	19	4	2	2	71	164.00	2.31
16	4	9	12	4	1	1	47	111.00	2.36
33	0	16	24	4	2	2	81	188.00	2.32
37	4	20	19	8	2	2	92	203.00	2.20
26	6	21	13	6	1	1	74	165.00	2.23
20	0	12	15	4	1	1	53	120.00	2.26
14	1	4	10	4	1	1	35	81.00	2.31
208	22	116	137	42	12	12	549	$1249.00	$20.48
Average price per outlet for this group									$2.27

KEY:

Ceil. equals Ceiling outlet
C. O. equals Convenience outlet
B'ls. equals Bells
Bus's equals Buzzers

Firm No. 5

22	6	13	15	4	1	1	62	$138.00	$2.23
15	4	7	8	2	1	1	38	90.00	2.36
29	8	10	21	4	2	2	76	180.00	2.37
11	1	5	9	2	1	1	30	130.00	4.34
16		2	4	2			24	100.00	4.17
12	3	5	5	4	1	1	31	76.00	2.45
14	3	7	7	4	1	1	37	88.00	2.38
17	3	7	9	4	1	1	42	108.00	2.57
136	28	56	78	26	8	8	340	$910.00	$22.87
Average price per outlet for this group									$2.86

Firm No. 6

15	1	7	9	4	1	1	38	$97.20	$2.56
27	6	31	22	6	1	1	94	210.00	2.19
16	3	9	12	4	1	1	46	106.50	2.32
12	1	2	4	2	1		22	55.25	2.51
70	11	49	47	16	4	3	200	468.95	$9.58
Average price per outlet for this group									$2.39

Firm No. 7

19	3	8	12	4	2	2	50	$133.00	$2.66
22	4	18	14	6	1	1	66	162.00	2.46
10	2	3	4	2	1	1	23	61.00	2.65
33	9	19	25	6	1	1	94	250.00	2.66
10	1	4	4	2	1	1	23	61.25	2.66
12	1	3	6		1	1	24	62.50	2.60
14	2	4	9	2	1	1	33	89.00	2.70
120	22	59	74	22	8	8	313	$818.75	$18.39
Average price per outlet for this group									$2.62

Firm No. 8

25	2	10	15	4		2	2	60	$149.00	$2.48
32	14	29	19	20	1	1	1	117	315.00	2.70
24	8	19	16	6		3	5	81	256.00	3.16
11	3	3	8	2		1	1	29	78.00	2.69
13	3	3	9	4		1	1	34	89.75	2.64
41	14	23	25	6				109	445.00	4.08
20	2	11	13	6		1	1	54	52.50	2.83
166	46	98	105	48	1	9	11	484	$1385.25	$20.58
Average price per outlet for this group										$2.94

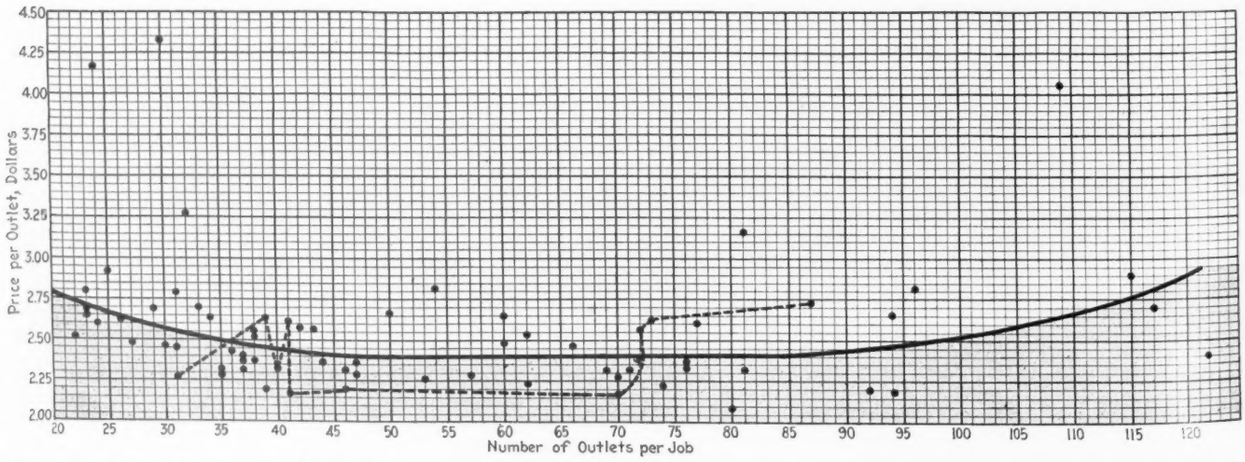
Firm No. 9

15	2	5	11	2	1	1	37	$89.00	$2.40
12	1	3	5	4	1	1	27	67.00	2.48
11	1	3	5	4	1		25	73.00	2.91
11	1	3	9		1	1	26	68.00	2.62
13	3	6	7	4	1	1	35	80.50	2.30
15	1	7	4	2	1	1	31	87.00	2.80
15	3	10	11	2	1	1	43	110.00	2.56
23	2	10	17	4	2	2	60	159.00	2.65
27	7	10	25	4	2	2	77	200.00	2.60
9	1	3	8		1	1	23	64.50	2.80
151	22	60	102	26	12	11	384	$998.00	$26.12
Average price per outlet for this group									$2.61

RECAPITULATION

Grand total of Ceiling Outlet	1,389
" " " Side outlet	277
" " " convenience outlet	754
" " " single pole switches	886
" " " 3-way switches	292
" " " 4-way switches	1
" " " bells	83
" " " buzzers	83

Grand total of outlets	3,765
" " " selling price	$9,259.35
Average selling price per outlet	$2.47
" number ceiling outlets per house	19.8
" " side outlets per house	4
" " convenience outlets per house	10.8
" " single pole switches per house	12.6
" " 3-way switches per house	4.2
" " 4-way switches per house	1.70



In order to show the present outlet prices in Cleveland, seventy wiring jobs sold by nine leading contractors were charted on the graph shown above. The heavy line represents the average price per outlet at which jobs are being sold. The dotted line shows ten jobs taken by one contractor. All jobs falling in the shaded space below the heavy line were money-losers.

"Service" Is Neighborhood Store's Weapon to Combat Price-Cutting

John Wilhelm Finds That Continuous Newspaper Advertising and Plenty of Light in Showwindows Are Good Antidotes for Poor Location

WHEN department stores, hardware and drug stores and, worse still, some contractor-dealers, sell electrical merchandise at cut prices, what is the electrical dealer to do?

John Wilhelm of Brooklyn is one contractor-dealer who has successfully solved this problem. He has met cut-price competition by maintaining prices.

"We have been four years in this store and have never cut a price," explained Mr. Wilhelm; "not even with a price-cutting dealer within two blocks of us. We sell *service* as well as merchandise and we must have the full profit to pay for the service. We know this policy pays, because our business continues to grow, while the price cutters in this section seem after a trial either to adopt a wiser policy or go out of business.

Open Every Evening

"One of our ways of giving service is to keep open every night until ten o'clock or later. We have seen that the evening is the time to sell appliances by the fact that more than half our sales are made *after six o'clock*. Not only appliance sales but wiring contracts are closed at the only time a man and his wife are both free to come in and look over fixtures and talk over their wiring plans. This is a neighborhood store, and the neighborhood store can most successfully meet downtown competition by making it easy for all the members of the family to come shopping together for their vacuum cleaner, radio and heating appliances.

"People who are employed downtown use the noon hour to shop for these things, because their neighborhood store is not open after they get home. With this store open every evening our people have learned that they can fill their electrical needs near home and they make some other use of the noon hour.

"We put this idea over by using plenty of light. The store is very brightly lit and the windows are large and not backed or obstructed in any way. The store looks larger than it really is, because practically every foot of it is used to display merchandise and the whole store is visible through the windows. When we go home at night, often much later than ten o'clock, the big window and store lights are turned off, but we leave a half dozen portable and floor lamps burning all night. At whatever hour people pass they are reminded that this is a place where electrical goods are sold. These lamps are left burning all day Sunday also, and we have traced sales to the effect of the cheerful interior attracting window shoppers on a gloomy Sunday."

This use of light is one thing that helps to make up for a location which is not any too favorable. The Wilhelm store is off a main thoroughfare, on a street almost entirely residential. The street leads, however, to a subway express station and there are many passers in the daytime. At night the brilliantly-lit shop is plainly visible from the busy street around the corner and the amount of business done with transients in the evening is a proof that customers are drawn from the high-rent street.

> *For dealers who are facing price competition — there's a lesson in these two planks of John Wilhelm's platform.*
>
> **(1) Nail the list price to the mast.**
>
> **(2) Arrange your business hours to suit the convenience of your customers.**

Mr. Wilhelm believes in advertising. "We have been in all the electrical pages run by the newspapers and recently have run regularly a series of moderate-sized ads in both a leading Brooklyn daily and in the neighborhood paper. We never advertise specials or prices; we emphasize quality merchandise and wiring service, and display our name in heavy type. In addition to our newspaper advertising we have a good mailing list which is circularized about four times a year.

"We do not employ house-to-house salesmen on cleaners and washing machines. Our margin on these appliances is not large enough to pay salesmen twenty per cent, carry the time payments; service, and come out with a profit.

"When we wire a house we always try to sell the full equipment of appliances, and we do a fair business on cleaners with customers who come into the store. The fact that they come in to buy the cleaner, that it is not a sale forced by the canvasser, not only gives us a profit but makes instalment collections easier.

"We do no wiring on the time payment basis, and we have not lost many jobs because we will not handle the payment this way. We have been very successful in getting wiring contracts by house-to-house canvass.

Mechanics Make Good Salesmen

"For this canvassing we do not employ a professional house-to-house salesman. I pick out a good mechanic or two, men who know all the details of the house wiring job and who can also make an intelligent sales approach. These men are successful in getting wiring contracts, because they can go over the house with the prospect and explain to her just what will be done. They get the information we need for the estimate and we work out the plan and figures here at the shop. Because this kind of salesman knows the practical end of the work so thoroughly and can answer any of her questions, the prospect from the start has a feeling of confidence in our ability to do a clean reliable job.

"Our turnover here is about three and a half times a year. It is not practical for us to stock entirely on the principle of turnover. In order to live up to our policy of service we have to carry a diversified stock, which must include a number of slow moving items."

When Mr. Wilhelm says "we" he is not speaking editorially; he is including Mrs. Wilhelm in the statement. Mrs. Wilhelm is active in the business and much of their success in appliance retailing is due to her. Not only is the store kept orderly and attractive under her supervision, but she keeps actively in touch with what other electrical retailers in Brooklyn and Manhattan are doing.

Electrical Merchandising
The Business Magazine of the Electrical Trade

believes that:

1. Municipal ownership or operation of electrical utilities, under American governmental conditions, invariably results in:
   Lowered operating efficiency and economies,
   Arrested development of facilities to serve,
   Greatly diminished effort to develop local electrical markets,
   Higher cost to the community per unit of service, and
   Reduced scope of service to the public for the use of electrical conveniences and labor-saving appliances, resulting in—
   Depression of the business of the electrical industry and trade, including that of electrical manufacturers, jobbers, contractors and dealers.

2. Those communities in the United States where electric power plants are municipally operated will, without exception, be found to be "dead spots" of electrical development and retail-trade activity.

November as a "Lighting Month"

RAISIN Days, Prune Days and Eat-More-Bread Weeks have become popular throughout the country. The electrical industry of the Pacific Coast now proposes November as a Lighting Month. The idea is that a community-wide survey of lighting conditions will be undertaken in each locality, considerable newspaper publicity being obtained for the event, much as is the case with the Clean-up Weeks which are an annual feature in most communities. During that time, speeches will be made on the subject of proper street, factory, store and home lighting before Rotary Clubs, civic organizations and women's clubs—and, of course, at the same time a drive will be made by the local power company and individual dealers to push the sale of adequate lighting installations. A lighting exhibit, either in the power company offices or in some public auditorium, a Speaker's Bureau, and an advisory lighting bureau prepared to give free advice on lighting problems should be features of this month. Here is an annual follow-up for the present great work of the Lighting Educational Committee.

For Radio, After All, Is Merchandise

A CONTRACTOR-DEALER doing a large business in appliances was asked why he did not handle radio. He answered that he was waiting until he could get a radio expert to take charge of the department. Across the street from this dealer is a phonograph shop. No need to ask the phonograph dealer about radio,—there was his window full of it. And he admitted to radio-set sales of over $10,000 during the past few months. His radio expert? He hadn't any. But he had a good salesman who sold phonographs, radio, anything. The music dealer was *merchandising* and his profits were very satisfactory.

In selling such technical equipment as radio to a non-technical public there may be a selling disadvantage in too much technical knowledge. The expert as salesman sometimes loses sight of the sale in his interest in technical details.

An example of this comes from a Wisconsin contractor-dealer. This dealer has a radio expert who makes a demonstration that would be perfect before a board of engineers. But one of his recent customers was a woman who called up the dealer and asked for a second demonstration, with this condition "Please send somebody this time who doesn't know so much about radio."

Wiring Stores for the Future

GOOD practice in residence wiring calls for an installation of sufficient capacity so that additions to the electrical equipment of the home may be made at a later date without the necessity of rewiring the premises. A similar provision might well be made in the case of commercial establishments. The spectacle of stores and office buildings being rewired within a year or two after their construction points to lack of foresight either on the part of the owner, the architect or the electrical contractor. The reason for this state of affairs, of course, is that it is often not possible to foresee at the time of construction exactly to what use the building will be put. It is good policy, however, and a matter of wise economy to look forward to some extent into the future and to allow sufficient wattage per outlet to care for such increased intensities as the natural progress of illumination is likely to call for during a reasonable period of time. The owner will be quick to acknowledge the advisability of such a plan if its reasons are pointed out to him.

Will Your Shelves Be Empty Before the Xmas Rush Is Over?

SINCE last Christmas a million more homes have been wired for electricity and thus a million more users of electricity have been added onto the lighting companies' lines. During the same period $300,000,000 of radio sets and equipment have been sold to the American public, putting radio into millions of homes where each outfit becomes a producer of further electrical interest and sales.

These two great forces working in every community to swell the 1924 Christmas market, are bound to make this the greatest electrical Christmas ever! The dealer who has his shelves well stocked with attractive and inviting merchandise, will cash in on this demand. But the shop with empty shelves during the Christmas rush will have to turn away these buyers—buyers with cash in hand and a spending attitude of mind, but also buyers who will not "wait" nor "call again."

Ideas for the Man Who Sells

We find "Electrical Merchandising" very valuable. We go through each issue very carefully to pick up new electrical ideas from the articles and advertisements which it contains.

Alfred C. Fox, Gen. Supt.,
Midwest Power Company,
Saint Paul, Minn.

"Electrical Merchandising" is a great help to the electrician and contractor. It is a reference guide and also a silent salesman in the way of displaying the new products on the market.

Frank A. Gaffke,
Chicago, Ill.

The Lighter Touch in Christmas Advertising

"Dear Santa Claus," began the series of advertisements which carried the Christmas message of the Denver Gas and Electric Company to its customers. They were accompanied by little sketches with something of a comic touch and went on to explain the troubles of various members of the family. Said one:

Dear Santa:
I have an admirer who spends his time raving about Elsie Ferguson. Have got my hair so it looks like hers, but there is still something the matter with my face. I wonder if an electric vibrator would help?

Distractedly,
DAISY B.

Elizabeth B., on the other hand, writes hopefully:

Dear Santa:
Somehow our living room looks as formal as a public library. I have a hunch that a nice floor lamp would take the curse off and make the room look more as if people lived in it.

Hopefully,
ELIZABETH B.

These were run as a regular feature of all advertising appearing during the Christmas period and came to have regular "fans"—those who turned first to this page to see what Santa was asked for this time.

Co-operative Billboard Advertising Does a Big Job in Los Angeles

Sponsored by the Electric Club of Los Angeles, Calif., the electrical industry of that city provided an outdoor advertising campaign last Christmas, which was for the benefit of the entire industry.

The bill posters which were prepared under the supervision of the Society for Electrical Development, Inc., for use by the various electric clubs and leagues throughout the country, were furnished at a very nominal cost and were on display on the boards of Foster & Kleiser in the city of Los Angeles.

There were 68 of these bill posters shown in the various sections of the city, 34 of which were illuminated and which portrayed the typical Christmas spirit. The poster was a highly colored one and consisted of a large picture of Santa Claus with the slogans "Give Something Electrical" and "Practical Gifts that Please." There were no names whatever on the boards nor any reference to any particular electric appliance, manufacturer, jobber or dealer.

For Your Store Cards—Some Tested Catch Lines

Catch phrases or lines for window displays, display advertising and display cards in the store itself, have long been puzzling to the electrical dealer in the smaller businesses where the proprietor generally is not only manager, but writes the advertising, collects the bills and sometimes, even, trims the windows.

A tour around some of the smaller stores in Indianapolis reveals some ingenuity in picking up these "catch" lines or phrases that will hit the prospective customer in the eye, as it were.

Here are some that may be of help to the trade in other cities:

Better ask twice than lose your way once—comparison is the sure path to value.

Our merchandise is worth in dollars just what the price tag calls for—make us prove it.

There must be a reason why we are enjoying more business right now than we ever did.

Good luck never is let on a "long term lease"—satisfied customers, not "horseshoes" built this business.

Let us do the worrying.

Give 'em what they want—"I just thought of what kind of bait I'd like if I were a fish, and then give it to 'em," said the small boy with a big string of bass. Now we just couldn't resist comparing that with our own theory. We have what will make you buy at the price you can pay.

Another deals with the question of "Price" in his show card displays

Sixty-eight billboards similar to this one were used by the Electric Club of Los Angeles last November and December. The entire cost of the campaign amounted to slightly less than $1,700. The display was arranged by R. E. Smith, president of the Electric Club. The billboard illustrated is simple but effective.

and advertising. His short treatise on price is as follows:

"Price is what you pay; accordingly, you ask yourself, "Is it worth it?"

Price in some stores, is determined by "How much will the public stand for?"

Price in our store is determined by a fair margin of profit on the cost price.

Price here means, first, that you benefit by careful buying and second, that you benefit by our being able to demand quality.

Price alone is not the true test of buying—knowing what you get for what you pay is being able to buy profitably and safely. There is no greater assurance of profitable and safe buying than is afforded by our business policy.

Price here is not fixed for a single day, but for every day and alike for everybody.

Price permits you to buy from us with profit to yourself.

The Advantages of the Small Initial Payment

Undoubtedly the greatest factor of inertia to be overcome in selling the larger electric appliances is the matter of the original cost. The idea of paying out from $100 to $200 or more for a washing machine or electric range is an item of first importance in the affairs of the household and requires almost as momentous a decision as does the purchase of a piano or an automobile.

On the other hand, what woman does not pay out at least $1.85 a week for her laundry? The Portland Railway Light and Power Company of Portland, Ore., has taken this factor into consideration in planning special campaigns, with the result that in each case they have made the initial payment as small as possible. Two recent campaigns, one on washing machines and one on electric ranges, have featured this point.

The slogan of "$1 down and $1.85 per week" was the basis of the washing machine campaign. The psychological element here was the fact that the housewife is used to figuring laundry bills by the week and her mind readily makes the comparison that this is not more than she would have to pay out to a laundry or a wash woman. In actual practice the washing machine is actually paid for as soon as the one which calls for a larger initial payment and a somewhat smaller sum per month.

Ranges "$15 Down"

Ranges were sold for $15 down and $10 per month. This figure was emphasized in all newspaper advertising and in connection with all range displays. Little circular cards bearing the sign "$15" were hung just above the heads of customers in all parts of the store. It was recognized that this was a special offer, and not a policy which could be adopted as a year round offer, but for the special six weeks campaign, the company felt that it was calculated to bring more satisfactory results than any other type of price reduction. General practice calls for an initial payment of about 20 per cent of the cost of the range—experience has shown that an initial payment of at least 15 per cent is necessary if the offer is to run over any length of time. With the large order wholesale figures obtainable for a special campaign, however, it was felt that the further reduction was justified.

The actual figure settled upon for initial payment is of course a matter for determination within the individual company and dependent upon the particular conditions of the case—but the success of the principle of making this first stumbling block as small as possible is well supported by the record of sales reported in this Portland campaign.

Firms that would like to but are unable to stand the financial burden involved will find that there are companies that will finance them as described in the last issue of *Electrical Merchandising*.

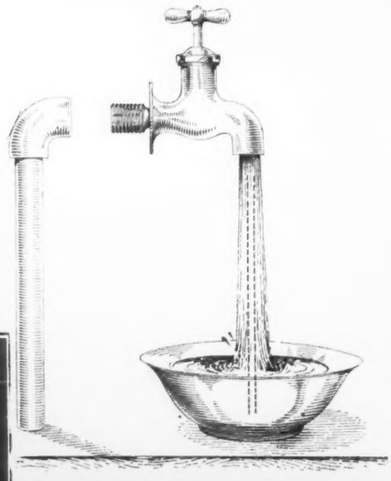
A Square Deal for the Missus!

A week after you sell a man a radio set costing about $200, why not send his wife a letter suggesting a washing machine or an electric ironer, price about $150? Hubby ought to see the justice of it.

A. P. Hirose.

Creating Curiosity by a Trick Window Display

Water running out of a faucet which had no visible source of supply attracted the attention of many persons passing the window of the Louis D. Rubin Electric Company's store at Charleston, S. C. "Where does the water come from?" asked a sign, behind which appeared, suspended in mid-air, a faucet out of which water continuously flowed. A glass tube running from a basin buried in some straw supplied the water to the mouth of the faucet. This water, flowing back, entirely covered the tube and gave the appearance that all the water was flowing out.



Lighting Equipment Sales Methods

I get practical benefit from studying "Electrical Merchandising" and cannot get along without it in my business.
Chas. F. Baer,
Chas. F. Baer Electric Company,
Salina, Kansas

"Electrical Merchandising" is without a doubt one of the finest trade magazines printed in Ameria. We enjoy reading it very much. *H. A. Thompson,*
The G. S. Blodgett Company,
Burlington, Vt.

A "Visualizing Room" for the Lamp Buyer

In the beautiful new Kansas City show rooms of the Bailey-Reynolds Chandelier Company, a "visualizing room" has been provided for the lamp purchaser to see how her selections will appear in a home living-room. This visualizing room has accordingly been developed along the idea of a living room; its walls are paneled, and the ceiling is finished as if in a home. At the east side is a large mantel and fireplace with an immense mirror above. The mantel is made of Pavanza marble, imported from Italy. Resting on the mantel and reflected in the great mirror are two charming little groups of electric lights.

On each side of the mantel and on the north and south sides of the room are paneled mirrors so made and arranged as to give the effect of French windows. These windows are hung with draperies of red silk damask. In the center is suspended a chandelier in crystal which was imported from France. Against the west wall is a curiously handcarved desk, which came from Italy. On this desk is a pair of hammered bronze candle sticks. Chairs, divans and floor lamps, all with an interesting history, add to the homelike atmosphere. Here the selection of chairs not only incorporates beauty but also comfort.

Twenty-five Lamps a Week Sold from Room

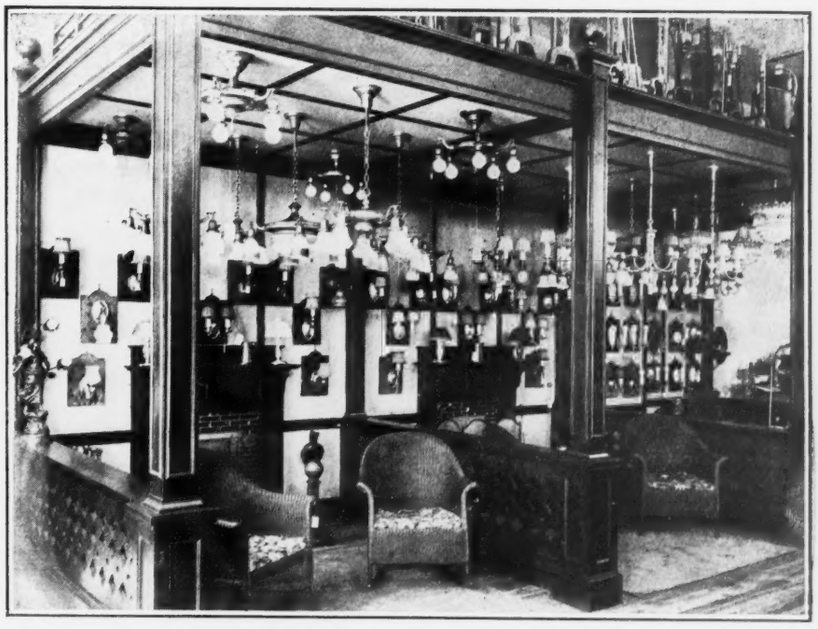
This, the ideal living room, is in reality the merchandising room. The purpose of the room is to present lamps and fixtures under conditions as near homelike as possible, so that the prospective purchaser may visualize just how the light sources would appear in his own living room. In this one room alone as many as twenty-five lamps have been sold in one week. The lamps are constantly being changed as they are sold out so rapidly. Even the furniture is also for sale and frequently the customer will buy lamp and chair or lamp and divan. A reserve of furniture is kept so that as soon as a piece is sold it is replaced by another which will harmonize with the other floor lamps and lighting units which are displayed. New articles of furniture and new novelties in bronze and iron are being selected and purchased constantly in order to supply the demand and retain the atmosphere which is a part of the Bailey-Reynolds store.

There is a charm about the room which allures and makes the customer feel that she would like to come back again soon and get acquainted with all the exquisite bits of art which are here shown.

Selling Better Fixtures Than the Owner Plans to Buy

E. R. Hamilton, who manages retail selling for L. P. Moore of Wilmington, Del., tries to learn from the fixture shopper where the house is being built and from the neighborhood judges about the class of house and what it will probably cost. He tells of one case where he sold an order of fixtures totaling $75. He knew from the location of the house that this was less than should be spent. The customer offered to show him the house which proved to be costing some $15,000. Mr. Hamilton took the opportunity to sell the idea of fixtures of a quality to harmonize with the class of the house, and through his recommendation increased the order to $300.

A Dealer's Permanent Exhibit in Chamber of Commerce



For the convenience of the electrical trade, the Sager Electrical Supply Company, Boston, Mass., has opened the display room shown in part in the accompanying illustration, at 157 Franklin Street, on the ground floor of the new Boston Chamber of Commerce Building, one of the finest structures of its kind in the city. The feature of the store is the provision of three display booths, each 9 ft. square and 10 ft. high, at the left of the main aisle, for showing crystal, candle-type and general fixtures. Three circuits per booth are provided and each supplies one row of three fixtures controlled from a single switch.

Arranging an Effective Fixture Display in Small Shop

By D. G. Baird

Displaying portables and various types of lighting fixtures in one room is always a problem for the dealer with a small shop. J. H. Cook's problem was just this, and he solved it most satisfactorily in his little store in Detroit.

This store, 120 ft. x 16 ft., has a panelled ceiling. The panelling provides ample space for the display of three rows of ceiling fixtures down the room without crowding. If necessary, other fixtures can be attached to the cross panels, but this produces a checkerboard effect that detracts somewhat from the present orderly arrangement.

The chief feature of this shop is the series of wall booths on each side of the room. These booths, which are formed by merely setting up partitions, are 2 ft. deep by 6 ft. wide, providing ample space for the display of four to six ceiling fixtures and several wall fixtures in each booth. Fixtures thus can be grouped effectively and displayed to advantage without the interference of others of different price or class. The variously colored wall coverings of the different booths produce good contrasts and harmonious effects. Carpet, wall paper, composition board, or other material may be used for this.

Pull switches in this shop also aid in the effective showing of the fixtures, while at the same time assuring economy in current consumption. Mr. Cook has a pull switch for each of the large fixtures in the center of the room and one for each two or three fixtures in the booths. By using these switches one is able to switch on the lights of any desired fixture for purposes of display when serving a customer, leaving the others near it dark.

Center Interest on One Fixture

"If the fixtures are all crowded together, or a number of fixtures together are kept lighted," Mr. Cook explains, "the customer's attention cannot be kept centered on the one fixture we want to sell him right then. Suppose we are showing this fixture in the middle here and the others all around it are lighted. Just about the time we get to the most important part of our selling talk on the merits of this particular fixture we find that he hasn't heard half we've been saying; he is looking at one of the other lighted fixtures round about and proceeding to become confused as to just what he wants.

"Light attracts, but if there are a dozen attractions close together, the result is confusion. With this arrangement we switch on the lights of the one fixture we think the customer should buy, leaving the others near it dark. Of course we always have sufficient light in the store, but we don't have all the lights burning, as some small dealers have. We show one fixture and if that doesn't suit the customer, we switch off the lights on that one and switch them on another. When the customer decides on one fixture and passes on to the selecting of another, we leave the lights on the one he has selected, so that he can readily pick it out from the others and compare it with the next one he is looking at."

Further economy of space in the booth arrangement is effected by placing tables in the recesses on which to display small appliances such as grills, percolators, toasters, and irons.

Small glass show cases spaced at intervals down the center of the room provide a good display of candlesticks, table lamps, mantel ornaments, and other small articles.

This little shop shows how a dealer with limited space can arrange a most effective lighting fixture and portable lamp display in one room. It is the store of J. H. Cook in Detroit. Small fixtures are effectively exhibited in booths along the walls in the rear of the shop. Large fixtures are displayed on a paneled ceiling. Each can be lighted individually so as to make for a most effective showing when prospects are looking them over. This arrangement is much better than the ordinary "fixture forest."

Comfortable Rooms Depend on Homelike Electric Lighting

In a recent article in *Hotel Management*, a publication edited for hotel proprietors and personnel, the manager of a mid-western hotel discusses the ideal hotel at some length. He first explains his hotel's policy of securing the best beds that can be bought, and then goes on to say:

"To my mind the next essential for a homelike room is proper light. During the day large windows furnish our rooms with an abundance of natural daylight and at night we supply enough light to prevent eye strain in any part of the room. In the center of the room we use a 75-watt lamp. Over the shaving mirror above the washbowl we have installed one of 40 watts, and in the cozy, rose-tinted combination table and bed-stand we use a 25-watt lamp. It cost us several hundred dollars to put one of these pretty boudoir lamps in each room, but I believe they constitute one of the most effective bits of equipment we have for making our rooms homelike.

"We also supply each room with an electric fan. We are obliged to furnish heat in winter and the guest thinks nothing of it. When it comes to a cooling fan in summer, though, he feels that he is getting something for nothing. This is just one more of those things that guests can talk about, and after the original investment the cost is small indeed."

Hints for the Contractor

We find "Electrical Merchandising" very helpful and read it entirely through. Articles like "The Confessions Of An Ex-Contractor-Dealer" are real business aids.

Industrial Electric Company,
Wichita, Kansas.

The first issue of "Electrical Merchandising" we received more than paid the cost. It is the most helpful book any contractor could have, regardless of price. *The Godard Electric Company,*
Walter R. Godard,
Marcus Hook, Pa.

Managing the Motor-Repair Shop

BY GEO. P. SVENDSON*
President of Boustead Electric & Mfg. Co., Minneapolis

Originally, the motor-repair business was operated as a sort of necessary evil in connection with electrical contracting and it is even today considered by many electragists as an unprofitable branch of their business.

But of late years, the use of electrical power equipment has grown by leaps and bounds and the old type of motor-repair shop has found itself unable to take care of the increased business. This has resulted in a great many establishments devoting a substantial part of their efforts to this class of work.

By its very nature the volume of motor-repair business is a very uncertain quantity, and the first big problem of management is to decide how to take care of these ups and downs of volume. They are not seasonable to any great extent, nor can prediction of them be based on past experience since they originate in accident, misfortune and carelessness, which have no rule or law to govern except the law of averages. This law of averages will only help when the territory served is increased and hence points to one way of carrying on an exclusive motor-repair business, namely, to *go after it in a big way and cover a large territory geographically.*

Prompt and efficient service is the foundation of a successful repair shop and with a widely fluctuating volume of business such service cannot be maintained without a working force and equipment based on practically the peak load.

At first thought it would seem that an ideal combination would be to operate the motor-repair shop in connection with the regular electric contracting business. A careful analysis of such a combination shows it to be a poor one at its best. Such combinations, indeed, are responsible for the many statements that the motor-repair business is not profitable.

In the first place the men required for the two classes of work need entirely different training. Your shop mechanic usually makes a poor wireman and the average journeyman is lost on the simplest rewinding job.

Requires Special Men Both in Office and Shop

In the office, likewise, the training required is different. The repair-shop office man must be trained along more strictly engineering lines and be well up on electrical and machine design as well as on shop production methods. In addition the equipment and materials used are distinctly different.

Some may dispute the above claim and point to successful firms carrying on both lines of work but it will usually be found that such firms are either operating with distinct and separate departments, each complete in itself or one department is suffering at the hands of the other.

Watch These Figures in Your Motor-Repair Business:

Ratio of shop overhead to total productive man-hours

Ratio of general office overhead to number of sale tickets put through

Ratio of storeroom expense to number of items handled, etc.

One of the best solutions of this variable-volume problem is to take up the rebuilding of used electrical apparatus.

In this way an organization can be maintained to give "peak" repair service at all times and when the repair work drops off this same shop crew and equipment can be used for overhauling and rewinding used machines. Likewise in the office the switch can be made smoothly and efficiently. There is engineering work in remodeling or changing the design of old machines; there are stock lists and advertising to be looked after and the selling and rental of this equipment is highly profitable.

Of course other lines can be added, such as new motors and control apparatus; allied supplies, such as pulleys, fuses, belting, shafting, etc., but so far as the shop proper is concerned there is nothing like the rebuilding of used machines to act as a sort of storage battery to consume the surplus productive power of the repair department.

In some cases where plenty of capital is available the rebuilt machines may became the dominating feature of the business but at any rate the two go hand in hand and make the ideal combination.

On this basis let us briefly consider some of the more important points of general business principles as they apply to a motor-repair shop as outlined in the Electragists' pamphlet by Lawrence W. Davis previously mentioned.

One of the most important of these is accounting. To run a motor-repair shop without an adequate accounting system is simply courting disaster. Above all things use an accounting system after it is installed. There is nothing like making monthly and yearly comparisons of sales and gross and net profits as well as departmental comparisons. It shows the leaks and

*Read at the 24th annual convention of the Association of Electragists International at West Baden, Ind., October 2, 1924.

indicates where and when to put on special effort.

Many interesting and sometimes startling facts can be discovered by comparing various monthly or yearly totals. For example, shop overhead compared to total productive man-hours. General office overhead compared to number of sale tickets put through. Store-room expense compared to number of items handled, etc. Many electragists put in a system and forget it except to get a final profit-and-loss statement at the end of the year, whereas such a system contains a mint of information that if properly analyzed and used will make for more business and better profits.

In the motor-repair business practically all the work is done on a time and material basis so it is absolutely essential that overhead be properly charged to each job. A good accounting system is the first step to secure this result.

One important point often overlooked by repair shop men is the proper basis of figuring allowances on old apparatus when taken in trade for new or rebuilt machines.

If an accurate account is to be kept of the profit on rebuilt machines it is essential that some system be installed to keep tab on the value of such stock.

System Records Cost Value of Rebuilt Apparatus

One of the best schemes is to use an individual stock card for each machine giving its complete technical description and its "trade-in" or "cash purchase" value. In addition, the cost of rebuilding should be shown. In this way an exact inventory record is always available and the cost value of the rebuilt apparatus can be accurately determined.

Without such a system the year's profit and loss statement will mean nothing, as the pricing of the rebuilt machine stock will be subject to personal judgment and if priced above the actual cost will show a paper profit which has not been realized and on which taxes will have to be paid. On the other hand if priced below the actual cost a paper loss will be shown that will be misleading and reflect in disproportionate profits later.

While there is a sort of market selling price on rebuilt apparatus there is no corresponding market cost, as so many variables enter into the matter. Therefore, the only safe procedure to follow is to keep a record of the actual cost.

Where used machines are rebuilt by a repair crew in odd hours between jobs, it is advisable to carry the cost of rebuilding into the inventory without overhead added. Experience will usually show that rebuilding in this manner will cost appreciably more than where the work can be put through on a steady production basis.

Handling Stocks of Material

Another important feature of the motor-repair shop is the maintenance of proper stocks of material and finished merchandise.

One of the best methods of doing this is by the use of a perpetual-card inventory. This suggestion is sure to meet with opposition and rightly so if the system is put in top-heavy and not adapted to the business.

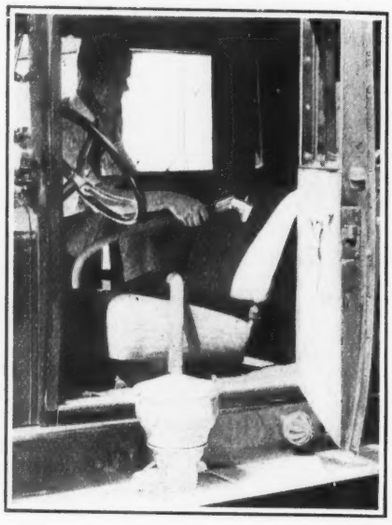
Now here is the secret of the success of a stock-card system for a small repair shop, especially where practically every job must be costed on account of time and material billing. First, put all material in a locked stock room with one boy or man in charge and responsible. Material should be issued only on requisition, using a small slip having place to check deduction from stock and charging to job. The stock card should also be a price card so in one operation the stock man deducts the quantity from stock and gets the cost price on the requisition slip. The slip next goes to the office to be filed in the job envelope or posted to the job ticket. The usual objection to the stock card is on the grounds of extra work and extra help but if the old system is analyzed it will be seen that the same or more work is being performed and with less efficiency. In our old system the shopmen laboriously recorded material that is now quickly and accurately done by the stockman. In the old way a clerk priced a mixed list in a slow and inefficient manner. Now the stockman gets the price instantly from a ready card and at the same time with little extra effort strikes a new balance. Instead of a large number of stock clerks so to speak, each working a few minutes a day, we have only one who works efficiently. Where the stockman would not be kept busy all day with stock, he can fill in by cutting insulation, making brushes or doing other odd jobs. In a real small shop of two or three men one can devote part of his time to stock records. With the new visible-type card racks, the work can be done quickly.

Low-Value Material Taken Care of on Budget Basis

One other bugbear of the perpetual card system is the matter of small items of material with low value, such as soldering paste, solder, paint, glue, etc., doled out in almost immeasurable quantities. These can be handled very easily on a budget basis. They are issued to the shop in standard quantities and so taken care of on the cards, being charged to "Budget Material." The foreman then makes an estimate of budget material used on each job and charges it to the job in a lump sum —thus eliminating the numerous entries that would otherwise be necessary.

Such a card system is invaluable to the repair shop as it prevents running out of important items, keeps stock investment to a minimum, boosts turnover, makes it possible to buy more intelligently and forms an up-to-the-minute cost record of material used.

A Closed-Car Accessory



With the increasing popularity of the closed car for use the year 'round, owners of the elaborate new models, and the older, used cars, too, have been looking for a less strenuous and more satisfactory method of keeping the car upholstery clean than by the use of the awkward broom. The Apex Electrical Distributing Company, manufacturer of the radical little "Rotarex" cleaner, which was announced a short time ago, is advertising its cleaner as a practical device for automobile use.

"Dealer Helps" the Manufacturers Offer

We cannot wait until the next issue of "Electrical Merchandising" arrives. It is the best electrical magazine we receive. *V. H. Jackson,*
Jackson Brothers,
Pen Argyle, Pa.

Every month we learn of something new in the electrical line through the advertisements of "Electrical Merchandising." The boys in the store all read it and think it is fine. *L. E. Beatty,*
South Bend, Indiana

S. E. D. Announces 1924 Christmas Sales Helps

For Christmas, 1924, the Society for Electrical Development has prepared some special material which will work in with the holiday sales helps distributed by the various electrical manufacturers. This material is available to any electrical dealer and, for convenience in ordering, the various decorations, cut-outs, etc., have been combined into complete displays, known as Packages 1, 2 and 3, according to the size of the shop for which the material is intended. Here is a list of the contents of the three packages:

This jolly little Santa Claus stands all by himself and points out to folks that there is as much joy in giving as in receiving electrical Christmas gifts.

1. Package No. 1: One background panel, 34 in. x 60 in., in colors, which will form an excellent background for any kind of Christmas electrical appliance display. It carries the slogan "Give Something Electrical"—the one adopted by the industry for the year. One set of nine Santa cut-outs, in colors, 8 in. x 8 in. (illustrated herewith), with easel backs, designed for the purpose of directing attention to a single appliance or group of appliances. One set of three wreaths, the wreaths measuring 14 in. in diameter; 250 poster stamps for use on mailing matter; and 250 booklets, as envelope stuffers or for counter distribution.

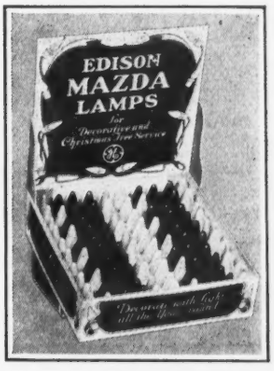
2. Package No. 2 contains 1 background panel, 1 set of nine Santa cut-outs, 1 set of three wreaths and 250 poster stamps.

3. Package No. 3 contains 1 background panel, 1 set of nine Santa cut-outs and 1 set of three wreaths.

The Society's Christmas "Sales Help" contains forty-eight pages of Christmas selling ideas and lists all the material the Society is prepared to distribute for the holiday season. It contains, as well, suggested window displays, newspaper advertisements, suggested letters for Christmas sales campaigns, sales-getting "stunts" of various kinds, a guide for co-operative work for electrical leagues and dealers who are interested in collective advertising, etc. The booklet also lists the electros and lantern slides available for Christmas advertising.

All the material is offered by the Society to any dealer for a nominal sum, just covering production costs, and will be available for delivery November 15. Dealers are asked, however, to send in orders immediately to facilitate early shipment of the desired displays. For further information, dealers are invited to write the Society for Electrical Development, 522 Fifth Avenue, New York City.

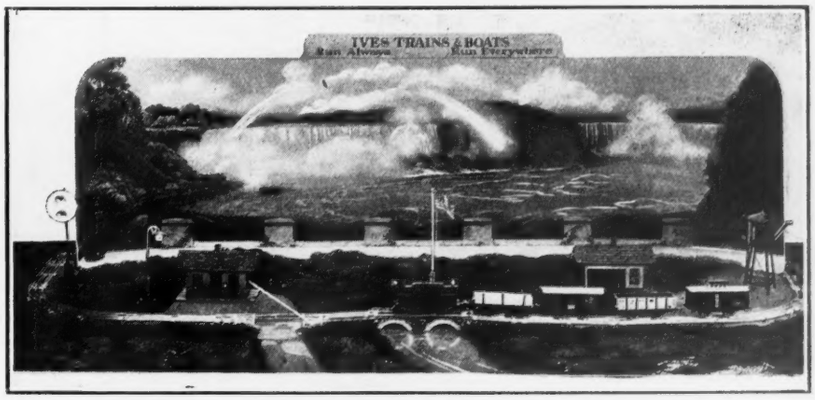
Christmas Tree Lamps as Year-Round Sellers



To help the electrical dealer keep before his patrons the idea of these small colored lamps as banquet and party decorations, the Edison Lamp Works has designed the counter display illustrated which tells its own story in the line: "Decorate with light all the year 'round!"

"How to Build a FADA Neutrodyne Receiver" is the title of the new edition of the FADA radio book, issued by F. A. D. Andrea, New York City.

Niagara Falls Toy Train Display



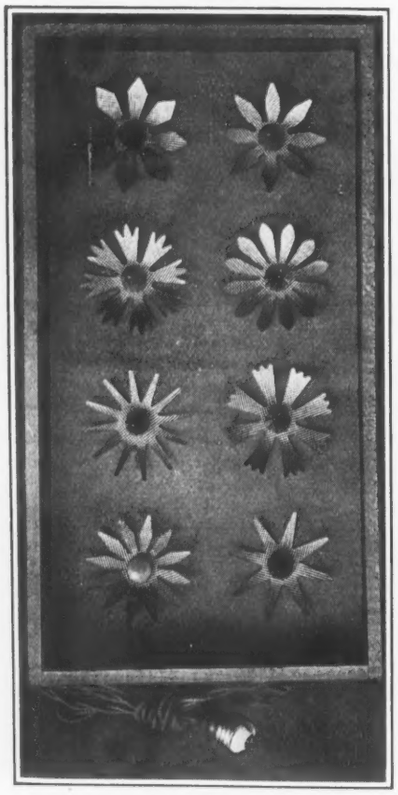
This year the Ives Manufacturing Company has selected for its window or department display of Ives trains the picturesque background illustrated which shows, in fourteen colors, all the beauty and splendor of Niagara Falls. The length of this background is 7 ft. 6 in. and it is 38 in. in height. This display is distributed free with an assortment of Ives trains. It is a good attention getter.

The Moe-Bridges Company, Milwaukee, Wis., has ready for distribution its new "Fixturebook" which contains merchandising plans, selling talks and selling points—a combination sales manual and catalog.

Curtis Lighting, Incorporated, Chicago, Ill., recently broadcast from station WQJ, a series of ten-minute talks on the subjects of school, store, church, office, theatre, out-door, and home lighting. These talks were intended for popular interest and pointed out the features of good lighting for pleasure and work. A similar series is being given by the Rocky Mountain Electrical Co-operative League in Salt Lake City and later will be given from stations in Los Angeles, San Francisco, and Portland, Ore.

The U. S. Tool Company, Newark, N. J., has prepared a folder for use by its jobbers and dealers as an envelope stuffer. It illustrates and describes the line of radio condensers made by the company.

A Christmas Tree Lighting Demonstration for Every Customer



Like the touch of a magic wand a few colored lights transform the little Christmas tree light reflector into a thousand scintillating diamond-points! To provide a permanent demonstration of its reflectors, Eckhardt Brothers, Green Bay, Wis., have prepared, for use by its dealers, a display panel on which are mounted several colored Christmas-tree lights with reflectors, thereby showing the effect when the units are lighted. The display is finished in gold and has a rich green background. It comes complete with lights, reflectors and cord, ready to attach to the light socket.

The Belden Manufacturing Company, Chicago, has available for its dealers a number of selling helps including a large window display outfit consisting of a 24-in. x 36-in. three-color background, display cards and window streamers, a 16-page booklet on "Helpful Hints to Radio Fans" and small circulars and inserts.

"Bidding Goodby to Test Lamps" is the name of a new folder issued by the Square D Company, Detroit, Mich., on its new voltage tester, which, the company points out, requires no lamps.

A Free "Beauty" Service for Women Customers

CERTIFICATE № 60535

QUESTIONNAIRE

STAR-RITE USERS.

STAR-RITE ELECTRICAL APPLIANCES

There are very few women, young or old, who would not be beautiful if they could. Which explains, of course, the immense popularity of the "Beauty" columns in newspapers and magazines. The Fitzgerald Manufacturing Company is offering to every purchaser of a "Star-Rite" curling iron a year's service by well-known experts on the care and dressing of the hair. Here is a copy of the questionnaire which accompanies each curling iron and which, when filled out by the customer, entitles her to a year's free service of the "Star-Rite Council"—composed of the beauty specialists mentioned in the above questionnaire. To supplement this service the company has prepared a little booklet called "Charm, Your Heritage" which explains the beauty service and contains, also, articles on "Beautiful Hair" by the Ogilvie Sisters; on hair dress, by Cluzelle; on the care of the face, by Kathleen Mary Quinlan, as well as a suggested coiffure for every type of face.

The AB Products Division of the National Screw & Manufacturing Company, Cleveland, has issued a new catalog on its ABolite porcelain-enameled steel reflectors. This catalog contains several pages of practical common-sense information on getting results from lighting installations which will be of interest to the plant engineer and contractor. It also gives in detail the uses of each type of ABolite, including the new Dustproof and Glass-Steel units.

The Edison Electric Appliance Company, Chicago, is distributing a new catalog supplement on appliances developed by the company in 1924.

Now Comes the Season of Colds, Chills and Heating Pads!

It's the chance suggestion that often brings the sale! Every dealer knows that a large portion of his annual profit is derived from the sale of articles suggested to the purchaser after he has entered the store. To garner all these impromptu sales for the "Simplex" dealer, the Simplex Electric Heating Company has designed a counter and window display stand, made of mahogany and glass. This stand is distributed free to the dealer with his first order of six or more pads.

The Century Electric Company, St. Louis, Mo., has available for distribution its Bulletin No. 35 on squirrel-cage induction polyphase motors, Type SC, ½ to 75 hp.

The Miller Company, Meriden, Conn., has ready for distribution its new No. 152 catalog.

"The Message of Color" is the name of a new folder announced by Curtis Lighting, Inc., on the subject of window lighting.

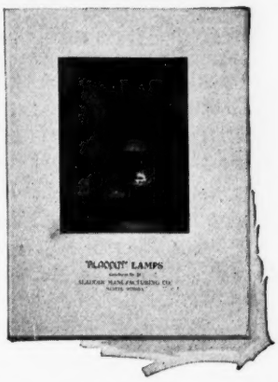
The Diehl Manufacturing Company, Elizabeth, N. J., has issued a new bulletin, No. 1650, on Diehl motor-driven exhaust fans for use on direct and alternating current.

"Cleaning Helps For the Woman in the Home" is the title of a recent booklet prepared by the Apex Appliance Company. According to the booklet, there are four kinds of dirt: grease and oil; clean dirt; finely divided matter; and albumenous matter. Directions for removing all kinds of dirt, including grass stains, fresh fruit and berry stains, iron rust, mildew, ink stains, water spots and paint and varnish stains are given. In addition to this booklet the Apex Company has issued several other folders on its laundry equipment.

C. Brandes, Inc., New York City, is distributing a number of selling helps to its dealers. Included in this material is an eight-color, cut-out window display which measures 38 in. x 30 in. Smaller, easel-back window cut-outs, a small booklet, illustrated in color, for counter use and envelope stuffer as well as a booklet called "Facts" which contains merchandising information of interest to the radio dealer, are also available.

Copeland Products, Inc., Flint, Mich., is issuing its Bulletin 201 on the "Copeland" iceless refrigerator. It has also ready its smaller bulletin No. 202 and a small folder pointing out the advantages of electrical refrigeration.

The Gill Glass Company, Philadelphia, Pa., has ready a new catalog on its "Hyperion" units for commercial and residential lighting. It is a 32-page booklet and the various units are artistically presented in their actual colorings.



The catalog illustrated is being distributed by the Aladdin Manufacturing Company, Muncie, Ind. It contains twenty-four pages and shows every lamp in its natural colors. Some of the catalogs, the company declares, are made with an extra binder to fit standard price books used by jobbers' salesmen and may be secured upon request.

The Consolidated Lamp & Glass Company, Coraopolis, Pa., has recently published a catalog on its new line of portable lamps. As mentioned in the catalog, the company has adopted a new selling plan by use of which seventeen of the most popular styles are selected for selling to the dealer in five different assortments. By experience, the company points out, this method has been found to be most successful from the dealer standpoint.

The Bryant Electric Company's 1924 miniature catalog has just been issued. All the socket material is listed in the front of the book, all the flush material in the center, followed by the switches and at the back of the book are cut-out bases and fuses. Two pages of the newly approved wiring symbols are also included in the book.

The F. W. Wakefield Brass Company, Vermilion, Ohio, has ready for distribution a new set of data sheets on "Red Spot" lighting specialties. Included in the issue are sheets descriptive of the company's ornamental line which has been redesigned and amplified, sheets on the improved standard hangars and accessories and sheets on "Red Spot" kitchen lighting units. The company will be glad to mail copies upon request.

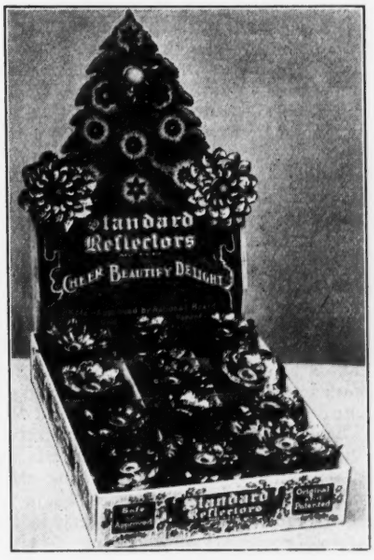
The Universal Battery Company, Chicago, is distributing some new literature on its "Universal" batteries. Included in the printed matter are a booklet on the "Nu-Seal" batteries for power and light plants, Bulletin No. 85 on radio batteries and an instruction book containing directions and wiring diagrams for the care and charging of radio "A" and "B" batteries.

The Cutler-Hammer Manufacturing Company, Milwaukee, Wis., is issuing a new catalog covering wiring devices and specialties. In addition to the complete wiring device line, the new No. 3131 catalog also includes descriptions and listing of radio rheostats, potentiometers, grid leaks, switches, sockets and resistance units manufactured by this company.

The O. C. White Company, Worcester, Mass., is issuing a catalog insert describing the company's new style "FL" universally adjustable joint, especially adapted to reflector-mounting in the spot and floodlighting of store windows.

The Acme Wire Company, New Haven, Conn., has issued a new catalog on magnet wires and coil mountings.

Show How They Look When Lighted



The new counter display prepared by the Electrical Reflector & Novelty Company, 1170 Broadway, New York City, for distribution to its dealers, provides a method of showing the beauty of its reflectors when used with the lighted Christmas tree lamp.

The Five "Fundamentals" of Retailing

"The same steps that are necessary to sell any merchandise are necessary to successfully sell home appliances. The same principles of merchandising shoes, dry goods and hardware are essential to aggressively merchandise home appliances," says the Coffield Washer Company in the new manual prepared for its dealers, "Retailing the Coffield."

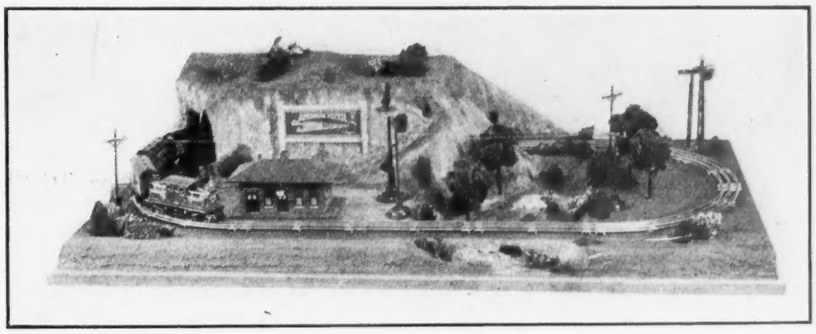
In boiled-down fashion the principles that have been found fundamental to successful retailing everywhere are presented to the dealer in the pages of this new manual. Sharply outlined, in the order of their importance, the five "fundamentals" are:

1. Store location and arrangement.
2. Window selling.
3. Advertising.
4. The Sales Force.
5. The Credit Plan.

Under these heads the manual takes up such questions as the proper street location of the store, how to figure rent allowance, how to check a location, how to arrange the store, store lighting, types of window display, the advertising appropriation, what kind of advertising to do, special sales, how to hire salesmen and how to hold them, how to make efficient records of time payment sales, etc.

The book is liberally illustrated with charts, photographs and reproductions of advertising. It is 9½ x 12½ in. in size, has 44 pages and is substantially bound in heavy ripple stock.

A Toy Train Display for the Christmas Window



The modern boy scorns the wind-up type of toy train that youngsters a few years ago so happily welcomed on Christmas morn. Now, nothing will do but the latest models of electric trains which are being developed by toy manufacturers. As a Christmas gift suggestion to the small boy and his parents, the American Flyer Manufacturing Company, Chicago, has prepared a window display which shows an attractive stretch of railroad, a tunnel and railroad station. The display measures 5 ft. x 3 ft. and includes train, transformer and complete equipment. It is offered by the company to its dealers for a nominal sum. It makes an attractive display.

News of the Electrical Trade

A. M. E. S. at New York City, November 10-14

The meetings of the Associated Manufacturers of Electrical Supplies, to be held in New York City during the week of November 10, will be divided between the Association office at 30 East Forty-second Street and the Hotel Roosevelt, Madison Avenue and Forty-fifth Street.

The general meeting of the Association will be held at 2 p.m. on Wednesday, November 12, at the Hotel Roosevelt. The radio apparatus section will hold its sessions at the Hotel Roosevelt at 10 a.m. on Monday, Tuesday and Wednesday.

Electrical Credit Association, at Indianapolis November 20-21

A two-day program, replete with prominent speakers and timely subjects, has been planned for the twenty-ninth annual meeting of the Electrical Credit Association, central division, to be held at the Claypool Hotel, Indianapolis, Ind., November 20 and 21.

The morning of the opening day will be given over to the informal reception, reports of the officers and committees and regional directors, followed by the election of officers. Half-hour talks on credit subjects are scheduled for the afternoon session, among which are addresses by Elmer Forsell, Illinois Electric Company, D. W. Parsons, Chicago Mica Company, W. R. Herstein, Wesco Supply Company, Memphis, and L. W. Lyons of the Westinghouse Electric and Manufacturing Company.

On Friday, following the talks of several banking executives, J. J. O'Reilly of the Western Electric Company, Cincinnati, will speak on the electrical contractor's accounting system. "To All You Credit People—Some Credit Philosophy" is the closing subject to be delivered by E. W. Shepard, general credit manager, Western Electric Company, and President of the National Electric Credit Association. This will be followed by an open discussion led by Secretary F. P. Vose.

What an artistic setting for a wedding trip is formed by St. Mark's Square, Venice! The couple fitting so nicely into the foreground is none other than Mr. and Mrs. C. Ernest Greenwood of Boston, who have recently returned to the United States after a visit to the continent and settled down on old Beacon Hill, just a few minutes' walk from the headquarters of the Boston Edison appliance department and the sanctum of "Edison Life," over both of which "C. E." presides with distinguished ability. Although himself a master salesman, Ernest's competition for the favor of the famous doves of St. Marks seems to be surpassed by that of his charming wife.

No Lighting Fixture Market in January

The executive committee of the National Council of Lighting Equipment Manufacturers has by vote decided that the best interests of the lighting-fixture industry dictate the holding of the annual Fixture Market during some other month than January, as has been the custom each year. Accordingly it has been determined to hold no Fixture Market during January, 1925, nor during any month prior to May, 1925, and any future plans for a 1925 Market during the summer or fall of the year will rest with a later meeting of the executive committee of the Council.

Charles H. Hofrichter has resigned as general secretary of the National Council, on account of the pressure of his personal manufacturing interests and business and will fill the newly-created advisory post of Honorary Secretary, being succeeded in the active secretarial work by his former assistant H. B. Garrett of the Cleveland headquarters of the association.

Government Releases 1923 Radio Production Figures

The Department of Commerce announces that, according to the data collected at the biennial census of manufacturers, 1923, radio apparatus to the value of $43,460,676 (manufacturers' value) was manufactured during the year for sale as such.

This total includes:

1,889,614 head sets, valued at $5,352,441; 508,001 loud speakers, valued at $5,620,961; 414,588 receiving sets of the tube type, valued at $12,065,992, and 116,497 receiving sets of the crystal type, valued at $550,201, together with the other items.

The manufacture of 2,601,575 radio tubes, valued at $4,572,251, was reported separately. A part of these tubes were sold to manufacturers to complete receiving sets (and their value is therefore included in the total value of such sets, as given above), and the remainder were sold to individual purchasers.

Coming Conventions

ELECTRICAL CREDIT ASSOCIATION, MIDDLE AND SOUTHERN ATLANTIC STATES DIVISION, *Philadelphia, Pa., November 14.*

ELECTRICAL SUPPLY JOBBERS' ASSOCIATION, *Hotel Cleveland, Cleveland, November 19-21.*

NATIONAL ELECTRIC LIGHT ASSOCIATION, COMMERCIAL NATIONAL SECTION CONFERENCE, *San Francisco, Cal., November 19-21.*

ELECTRICAL CREDIT ASSOCIATION, CENTRAL DIVISION, *Claypool Hotel, Indianapolis, Ind., November 20-21.*

Broadcasting Not Infringement of Copyright, If Orchestra Is Authorized

In denying the motion of the American Society of Composers, Authors and Publishers, made in the name of J. Remick Company to enjoin the General Electric from broadcasting music of the society from the New Kenmore Hotel at Albany, Federal Judge Knox of the Southern District of New York said that "such broadcasting merely gives the authorized performer a larger audience and is not to be regarded as a separate performance of the copyrighted composition upon the part of the broadcaster. The performance is one and the same whether the listener is at the elbow of the leader of the orchestra playing the selection, or at a distance of a thousand miles."

In other words, it is no infringement for a broadcasting station to broadcast performances of musical compositions by orchestras, when the playing of the piece by the orchestra is itself authorized.

Sport clothes are being worn this season by Harry J. Martin of the National Carbon Company, president of the Seattle Electric Club and Joe Wells of the Fobes Supply. These two gentlemen are watching the fat man's race at the annual joint picnic of the Seattle and Tacoma Clubs.

Federal Trade Commission Reports on Washing-Machine and Vacuum-Cleaner Pools

The Federal Trade Commission has sent to the United States Senate a report on kitchen utensils and domestic appliances, the third and last volume of its report on the house furnishings industries, made in response to Senate Resolution 127, Sixty-seventh Congress, Second Session.

An outstanding feature of the report relates to the control exercised by patent pools among manufacturers of washing machines, vacuum cleaners, etc.

The Vacuum Cleaner Manufacturers' Association, which was organized in 1919, says the report, was composed exclusively of licensees under the basic vacuum-cleaner patent. Under the license agreement between the patent owners and the vacuum-cleaner manufacturers, new licenses could not be granted without the consent of three-quarters of the existing licensees. The purpose of this contract was to keep everybody else out of the business. On the expiration of this basic patent in March, 1924, a plan was formulated to pool the patents on vacuum cleaners owned by the former licensees. According to the information obtained, however, this plan was not completed, on account of legal advice against it as a violation of law. At present the activities of the association are said to be confined to keeping the business clean and preventing misrepresentation.

In the washing-machine industry the inquiry disclosed a very complete and comprehensive system of patent pooling, declares the Commission. In 1917 four washing-machine companies, controlling 8 patents and one application, entered into a trust agreement creating the Maytag syndicate to hold these patents. In the following year twenty-five manufacturers organized the National Household Devices Company to defend infringement suits. This company acquired five washing machine patents. In 1921 an agreement was reached by these two groups under which the patents of both were pooled. This contract runs until the latest patent expires, which will be in 1937. The members of this pool and its licensees produce a large proportion of the washing machines made in this country. The evidence shows also, says the commission, that a number of manufacturers have been coerced into taking out licenses from the foregoing organizations by threats of suits for infringement either against them or against their customers, or both. In certain instances, it does not appear that these threats were made in good faith. In the case of the Maytag syndicate, no information was found, except in one instance, indicating that any suits had ever been instituted.

Augustus D. Curtis, of Chicago and National X-ray reflector fame, made a trip around the world earlier in the year. In addition to the usual adventures, he narrowly escaped trampling by a herd of wild elephants during a hunt near Colombo, Ceylon, and was attacked by a troupe of enraged apes at Blidah, near Algiers, when he attempted to pick up a baby monkey. But the thrill of all came here at Kilauea, Hilo, Hawaiian Islands, when through the smoke and falling lava of a sudden eruption, Mr. Curtis (aged 58), climbed up a 500-ft. wall of the crater, carrying the exhausted form of a friend, G. H. Bushby, who had been overcome at the brink of the seething pit of molten lava.

The Chicago Fuse Manufacturing Company announces the appointment of George N. Roberts as district sales manager of its New York office, succeeding J. B. Martin, who has resigned.

L. B. Lincoln has disposed of his interest in ABC Electrical Products, Inc., Chicago, and is now associated with the Lincoln Electrical Works, 1546 First National Bank Building, Chicago.

Curtis Lighting, Inc., Chicago, has organized the Curtis Lighting Training Group, under the supervision of Norman B. Hicox and J. L. Starr, to train men in the company's activities, with the end in view of selecting graduates with adequate preparation to step into important positions of the firm.

The Crosley Radio Corporation, Cincinnati, has selected Harrison, 25 miles from its WLW studio, Cincinnati, as the location for its new broadcasting station. Automatic control will be used at the studio.

The P. A. Geier Company, Cleveland, manufacturer of the "Royal" cleaner, recently awarded 433 cash and merchandise prizes among the salesmen who participated in the "off season" sales contest. The winners of the first three prizes are credited with an average of more than 100 sales each within the eleven weeks of the contest.

The Jack L. Hursch Company, 1940 Broadway, Denver, Colo., has been organized for the purpose of acting as manufacturers' representatives in the Rocky Mountain territory.

The Julius Andrae & Sons Company, Milwaukee, Wis., recently celebrated its sixty-fifth anniversary. Founded in 1860, the house of Andrae has given uninterrupted jobbing service to the dealers in the Wisconsin territory.

The Jewett Radio and Phonograph Company, Detroit, Mich., announces the appointment of E. J. Dierker as manager of the newly created Jewett service department. Mr. Dierker has been identified with the Jewett Company since its earliest days as manufacturers of phonographs exclusively.

C. A. Grumbling of Cherry Tree, Pa., won a gold watch and a substantial cash prize in the recent cleaner sales contest conducted by the P. A. Geier Company of Cleveland. Mr. Grumbling is 68 years young and his "territory" is a town of 555 population, gross. He beat more than 950 other entrants in the contest, the majority of whom could call him gran'pa. He attributes his sales success to the fact that he works most of most days, sleeps most of most nights, and doesn't eat cake.

New Merchandise to Sell and Where to Buy It

Radio, Socket Devices and Wiring Supplies Which Manufacturers and Jobbers are Putting on the Market

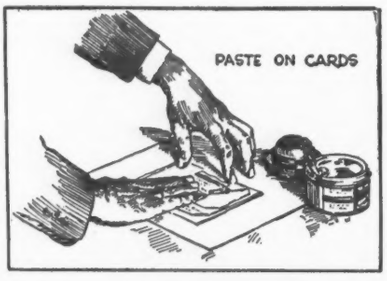
Including Many New Appliances Suitable for Christmas Gifts

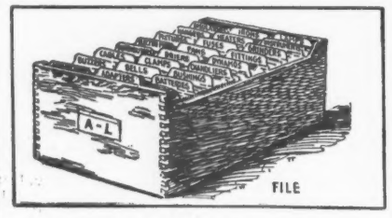
For Your Further Information—We Are Now Including "Intended Selling Prices" of New Products

In response to suggestions from readers that the usefulness and service of this department "New Merchandise to Sell" would be further enhanced if we included *prices* with our descriptions of new products, *Electrical Merchandising* is now publishing on these pages, "intended retail selling prices" of articles, where such information is available. The intended retail selling price given in each instance is the price at which it is expected the article *can be sold to the retail purchaser*, after the customary distribution costs have been allowed for.

In no case, of course, is the figure given to be taken as setting a price at which the product must or should be sold by the retailer. Instead, the prices set down on this and the following pages are given merely for the convenience of our merchant-readers.

How to Use and File These Items





Every item, with its illustration, will fit a standard 3-in. by 5-in. filing card. Or, if preferred, these items can be pasted on sheets of paper for binding in a loose-leaf catalog or folder.

Star-Shaped Light for Christmas Trees

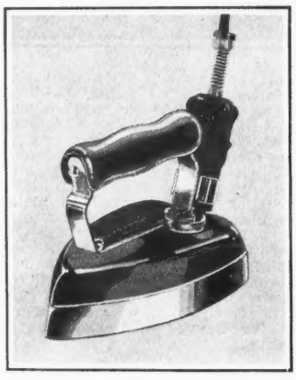
Electrical Merchandising, November, 1924

A "Star of Bethlehem" to grace the very top of the Christmas tree has been announced by the Monowatt Electric Import Company, 546 Broadway, New York City. It comes equipped with Edison Mazda lamps and is easily attached to the tree. About $3.

Loudspeaker

Electrical Merchandising, November, 1924

The Herald Electric Company, Inc., 113 Fourth Avenue, New York City, is bringing out a new Herald, model "B," loudspeaker. Its overall height is 25 in. and the bell of the fibre horn is 12 in. It is made to operate on any receiving set, provided there is at least one stage of amplification, without adjustment or extra batteries. Intended retail price, including cord, $18.



Electric Iron with Safety Fuse and Warning Light

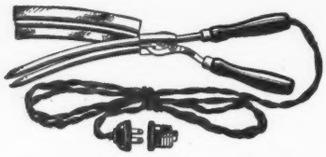
Electrical Merchandising, November, 1924

The moment the new "Brite Spot" iron becomes dangerously overheated, the fuse with which it is equipped opens the circuit and thereby immediately eliminates the fire hazard. Another outstanding feature to which the manufacturer, Ampere Engineering Laboratories, Inc., 149 Broadway, New York City, calls attention is the "Brite Spot" indicating device, incorporated in the fuse, which glows brightly when the current is on. The fuse is renewed if necessary by inserting a new link. Intended retail price, $8.

Marcel Waver

Electrical Merchandising, November, 1924

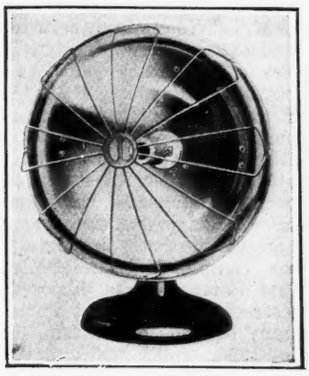
The Superior Electric Products Company, 2206 Pine Street, St. Louis, Mo., is the manufacturer of the electric marcel waver, No. 450, illustrated. It has a shield 5½ in. long, slightly curved to approximate the contour of the head. The appliance itself is 11⅛ in. long, is heavily nickeled and fitted with rubberoid handles. Complete with flexible cord and two-piece plug. Intended retail price, $3.



Small Portable Radio Set

Electrical Merchandising, November, 1924

The new model "B" Pocket radio set announced by the Auto Indicator Company, 209 Ottawa Avenue, N. W., Grand Rapids, Mich., is made for convenient use for carrying for it measures but 2¾ in. x 12¾ in. x 4 in. It is self-contained and requires no outside batteries, ground or aerial, the manufacturer points out. All that is required is the plugging in of the headset. It is a one-tube set and is designed to operate from any standard 3-volt tubes whose filament consumption is very low. Intended retail price, $23.50.



Reflector Heater

Electrical Merchandising, November, 1924

One of the new "Everhot" appliances recently brought out by the Swartzbaugh Manufacturing Company, Toledo, Ohio, is the heater illustrated which has the "Everhot" hot blast core. This core, it is pointed out, carries the resistor wire entirely on its surface, no connection or other wires being carried back through the core, therefore providing longer life for the heater element, the manufacturer explains. The heater may be obtained in six finishes, and its intended retail price according to finish is: gloss black, $7.50; new brass, old brass and full nickel, $9; blue and brown Krako finishes, $10.

Electric Star for Christmas Trees

Electrical Merchandising, November, 1924

The "Starglow" is a tinsel star, 6 in. in diameter and 1½ in. thick, designed to top the Christmas tree. It is made hollow inside to accommodate any Christmas tree lamp, this lamp, when lighted, providing the illumination to properly light the top of the tree. Intended retail price, $1.50. Manufacturer: C. D. Wood Electric Company, 565 Broadway, New York City.

Device for Operating Radio From Electric Light Circuit

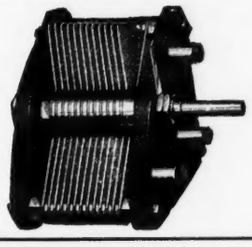
Electrical Merchandising, November, 1924

"Run-A-Radio" is the name of a new unit which replaces "A," "B" and "C" batteries. It is made by the Rader Appliance Company, 4912 Hudson Boulevard, West New York, N. J., and is described by its manufacturer as "a metal box, 15 in. long, 8 in. wide and 8 in. high, at one end of which is a cord and plug for attaching to the light socket and at the other end a terminal block to which the radio set is connected." With the use of this device, it is pointed out, no batteries of any kind are required. Furnished for use on both alternating and direct current.

Radio Headset

Electrical Merchandising, November, 1924

The Triangle Electro Trading Company Inc., 632 Broadway, New York City, has brought out a new radio headset, the "Little Gem." The headset weighs only 10 oz. and is intended for sale at $3.



Condenser

Electrical Merchandising, November, 1924

Among the new Pacent radio accessories recently announced by the Pacent Electric Company, 22 Park Place, New York City, is the low loss variable condenser No. 201 specially designed for use in tuned radio frequency circuits. It is made in both 15-plate and 25-plate models having capacities of .000315 mfd. and .000503 mfd. respectively. Intended retail price of No. 201-A, 15-plate, $2.50; 201-B, 25-plate, $3.

Electric Drink Mixer

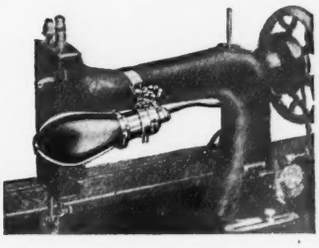
Electrical Merchandising, November, 1924

The soda fountain that serves large numbers of patrons daily is certainly a prospect for more than one drink mixer for it is certainly apparent that the most popular fountain is the one that specializes in quick service. The Arnold Electric Company, Racine, Wis., has brought out an electric drink mixer, No. 15, which is entirely different in design from the company's previous No. 11 model but which is also automatic in operation. Intended retail price, $23.50.

Sewing Machine Light

Electrical Merchandising, November, 1924

To provide sufficient illumination for work on the sewing machine, the O. C. White Company, 15 Hermon Street, Worcester, Mass., is manufacturing a sewing machine fixture Style 1-SM that is adjustable and detachable and made for use on any standard sewing machine. The lamp is made to fasten to the neck of the machine frame and the adjustable ball-joint enables the operator to turn the light to any desired position. Intended retail price, $5.



Washing Machine

Electrical Merchandising, November, 1924

The appearance of the new washer made by the Hart-Parr Company, Charles City, Iowa, can be seen from the accompanying illustration. Its outstanding features are the vacuum cups which are operated from the cover, the revolving copper tub, the aluminum wringer and oilless bearings.

Radio Solder

Electrical Merchandising, November, 1924

The "Kester" radio solder developed by the Chicago Solder Company, 4201 Wrightwood Avenue, Chicago, is a hollow ribbon of tin and lead, having inside a pure rosin flux. This flux is in proportion to the surrounding solder and feeds out as the solder is used.

Electric Christmas Wreath

Electrical Merchandising, November, 1924

Neighborhood merchants who are dressing up their stores for the holiday trade will certainly be interested in the idea of a softly-glowing Christmas wreath to lend life to other holiday decorations. Eckhardt Brothers, Green Bay, Wis., have designed a wreath that is furnished in two sizes, 16 in. and 20 in. in diameter. It is made of tinsel in red, green, silver and rainbow or jap fibre, in red and green or jap fibre trimmed with tinsel. It is wired with eight lights and reflectors of poinsettia design, complete with cord and plug, ready for attachment to the lighting circuit. Retail price $6 to $8.

Continued on third page following for your convenience in clipping and filing.
Each item will fit a 3 x 5 in. standard filing card

Boston Plans Electrical League

Rapid progress is being made in the organization of an electrical league at Boston, Mass., all branches of the industry having shown active interest in a preliminary dinner meeting at the Edison Service Buildings, on Sept. 18. The meeting was addressed by William A. Goodwin of the Society for Electrical Development; H. F. Wallace of the Edison Lamp Works, General Electric Company, Boston; L. R. Wallis, sales manager, and Julius Daniels, illuminating engineer, Boston Edison Company. H. B. Gilmore, manager, Western Electric Company, Inc., Boston, presided, and J. J. Caddigan, assistant to the general superintendent, Boston Edison company, was secretary. An attendance of 160 was recorded at the above meeting.

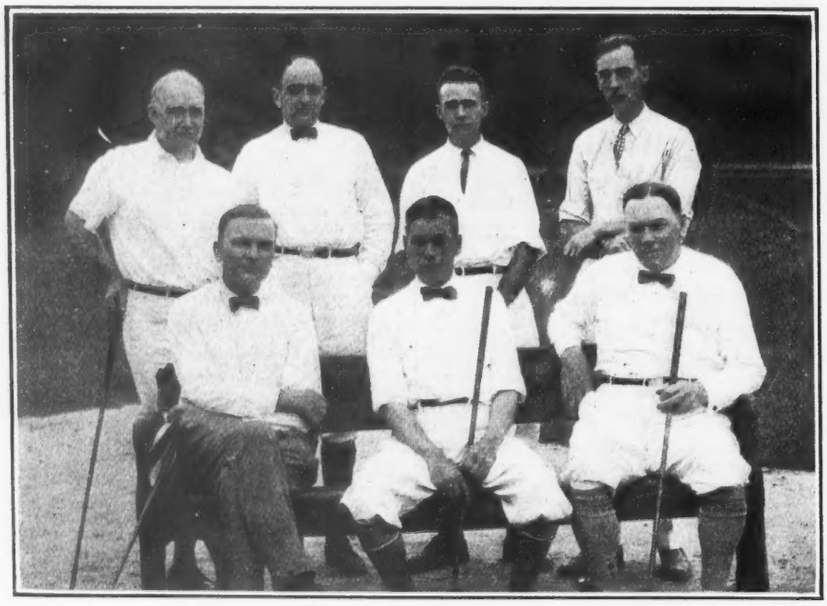
Permanent committees were named as follows: Chairman, Frank S. Price, president Pettingell-Andrews Company, Boston; for central stations, W. H. Atkins, Cyrus Barnes and F. E. Goulding; jobbers, Karl L. Norris, T. E. Burger and George H. Wahn; contractor-dealers, Frank L. Barnes, Otis L. Hawes and Chester T. Bliss; manufacturers, George H. Cox, T. S. Knight, and W. S. Davis. A second meeting was scheduled for Oct. 16 at the Edison Service Buildings in Boston.

The Tork Company, 8 West Fortieth Street, New York City, has taken over the manufacture and sale of "Kwixset" timers previously announced by the Howard Time Appliance Company of Boston. These devices have been perfected and put into production and announced to the trade under the name of "Tork Timers."

The Hazeltine Corporation, 15 Exchange Place, Jersey City, N. J., which controls the neutrodyne radio patents, held a dinner at the Waldorf-Astoria September 24, for the executives of the neutrodyne group of radio manufacturers. Representatives of the following companies attended: R. E. Thompson Manufacturing Company, American Radio and Research Corporation, Gilfillan Radio Corporation, Ware Radio Corporation, Howard Manufacturing Company, Inc., The Workrite Manufacturing Company, King-Hinners Radio Company, Wm. J. Murdock Company, Eagle Radio Company, Garod Corporation, F. A. D. Andrea, Inc., Stromberg Carlson Telephone Manufacturing Company, Malone-Lemmon.

The Rockbestos Products Corporation of New Haven, Conn., will open a sales office at 5942 Grand Central Terminal Building, 70 East Forty-fifth Street, New York City, about the first of November. Harry B. Hammond, will be in charge as New York representative and in addition to the metropolitan district, eastern New York State, New Jersey, Delaware, Maryland and eastern Pennsylvania will be covered from this office. Mr. Hammond was formerly connected with the Westinghouse Electric and Manufacturing Company and until recently was Metropolitan sales manager for Johns-Manville, Inc.

O. S. Stanley has been placed in charge of the Middlewestern territory of the Eiseman Magneto Corporation, New York City, with headquarters at 2005 South Michigan Avenue, Chicago. Mr. Stanley has acted as Pacific Coast representative for the past year. Irving W. Edwards, for a number of years connected with the National Carbon Company, has assumed the duties of district manager, with headquarters at 85 Second Street, San Francisco.



Here is some more evidence that electrical men are getting together in the Hudson River valley, forming leagues and playing golf n' everything. In the picture are, Top Row: A. R. Beal, J. Fuchs, J. Edmundson of the Central Hudson system of gas and electric companies; I. B. Venable of the Hudson Valley Electrical League, Bottom Row: J. J. Haley, general commercial manager, Adirondack Light & Power Company; T. R. Beal, president, Central Hudson system of gas and electric companies; W. L. Goodwin, vice-president, Society for Electrical Development.

The H. G. Wood Manufacturing Company, Dexter, Maine, reports that a number of electrical shops have been successfully using its "Pease clothestrees" as premiums in washing machine campaigns. The Edison Electric Illuminating Company of Brockton, Mass., recently sold 115 clothestrees during a thirty-day Thor sales campaign. The Niagara Electric Service Corporation sold 88 clothestrees during an Easy washer campaign. The Philadelphia Electric Company has disposed of 65 clothestrees and the West Penn Power Company of 700 clothestrees since the first of 1923.

The Edison Electric Illuminating Company of Boston, Mass., has established a retail radio store at its Boylston Street electric shop, carrying apparatus and sets built by the Radio Corporation of America. The store is in charge of Albert A. Folsom, formerly of Folsom & Cotting, electrical contractors, Winter Park, Fla., who reports to C. E. Greenwood, superintendent of the Boston Edison company's appliance department.

M. B. Delal & Company, importers of Karachi, India, are anxious to receive catalogs and price lists of electrical appliances and radio apparatus with an end in view of becoming India representatives of American manufacturers.

The Clapp-Eastham Company, 139 Train Street, Cambridge, Mass., announces the appointment of Edward B. Ludlow, former New England manager of the American Radio Research Corporation, as sales manager. Mr. Ludlow will retain his former offices and show room at 73 Tremont Street, Boston.

Timer Guild, Inc., 8 West Fortieth Street, New York, has been organized for the manufacture of time-controlled devices. Raymond D. Smith, president of Tremont Products Company, and formerly president of Howard Time Appliance Company, Boston, is president, and E. Cantelo White, president of Tork Company and Electric Outlet Company, New York, is treasurer.

The Eagle Radio Company, 16 Boyden Place, Newark, N. J., manufacturer of the "Eagle" neutrodyne radio set, announces the appointment of the Lockwood Company, Inc., as distributor of its product in Philadelphia. The Danbury-Bethel Gas and Electric Light Company of Danbury, Conn., has been appointed distributor in Danbury.

The National Association of Lighting Equipment Dealers, formerly located at 231 Gordon Arcade Building, Cleveland, Ohio, is now at its new address at Room 308 Geo. W. Stone Building, 1227 Prospect Avenue.

The Magnavox Company, Oakland, Calif., announces the appointment of Thomas A. White as manager of its Chicago office. Mr. White was formerly assistant manager of the New York office.

R. B. Norton, formerly with the Federal Telephone and Telegraph Company, is now associated with the Jewett Radio and Phonograph Company, Detroit, Mich., as a general field man.

The Carter Radio Company has moved into its new and large Chicago factory, at 300 South Racine Avenue. Other plants are located at Bristol, Conn., and Hamilton, Canada. The general sales offices remain at 1850 Republic Building, Chicago, where additional space has been acquired. Theodore Sheldon, vice-president of company, advises that they have added several new items to the line and that further items are now undergoing preliminary tests.

The DeRoy Radio Corporation, 35 Belleville Avenue, Newark, N. J., announces that it has secured the license privilege to manufacture "Phusiformer" sets and units.

The Roller-Smith Company, 233 Broadway, New York, announces the appointment of the Thrall Electric Company, Presidente Zayas No. 27 & Esquina A Habana, Havana, Cuba, as its exclusive representative for the Island of Cuba. The Thrall company is the successor of Charles H. Thrall Electric Contracting Company, who in turn was the successor of Charles H. Thrall & Company. The parent concern dates back to 1899 and is the pioneer in electrical commercial life in Cuba. The president of the Thrall Electric Company, Charles H. Thrall, was the founder of the original organization as the name would indicate. The other executives of the company have been connected with the organization since its founding.

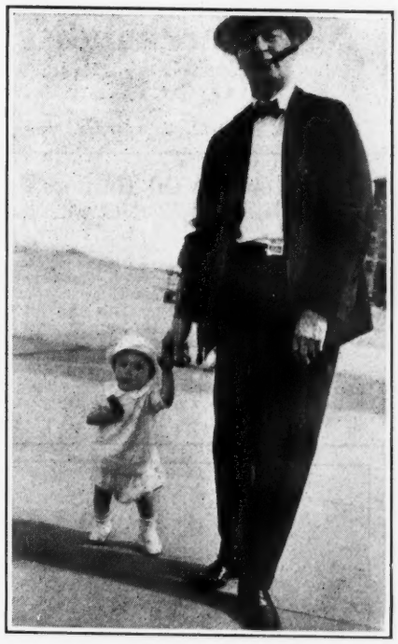
The Spee Dee Specialty Company, manufacturer of "Herculas" Radio and electric products has taken larger quarters at 199 Lafayette Street, New York City. This was necessary in order to meet the great demand for its devices.

The Globe Phone Manufacturing Company, Reading, Mass., announces that arrangements have been completed whereby the Zinke Company, the well-known national sales organization, of Chicago, Ill., will act as its sales representative for the entire United States.

The Electrical Manufacturers' Council at its annual meeting at the Hotel Cleveland, Cleveland, Ohio, on September 19, elected the following officers for the ensuing year: Chairman, Clarence L. Collens, Reliance Electric and Engineering Company, 1088 Ivanhoe Road, Cleveland, Ohio; vice-chairman, D. R. Bullen, General Electric Company, Schenectady, N. Y.; and treasurer, J. W. Perry, Johns-Manville, Inc., 296 Madison Avenue, New York City.

The Gertler Electric Company, Inc., 220 West Eighty-third Street, New York City, distributors for the Edison Lamp Works, National Carbon Company, National Metal Molding Company, etc., has recently opened a wholesale branch in Westchester County, New York.

Busch Brothers, contractor-dealers, have opened a store at 61 West Palisade Avenue, Englewood, N. J. Manufacturers' catalogs on appliances, fixtures and radio sets are solicited.



N. S. Harvey, president of the Illinois Electric Company, Chicago, one of the "old line" jobbers whom everybody knows, celebrated the jobbers' convention at Hot Springs last year by announcing and re-announcing the arrival of his first grandson. Here he is with "Little Harv" on the lake shore teaching him how to put his foot in the path, the first qualification of a jobber salesman.

The De Forest Radio Telephone & Telegraph Company gave a testimonial dinner on September 9 to Chas. Gilbert, former vice-president and treasurer, and Randall F. Keator, former secretary, who retired on September 1 to become distributors of De Forest and other radio products. About fifty members of the DeForest organization were present.

The Lockwood Radio Company, Inc., has opened a store at 391 Market Street, Philadelphia, Pa., from where it will distribute the "Eagle" neutrodyne receivers, covering the territory of Philadelphia, Delaware and New Jersey below Trenton.

The A. T. Smith Electric Manufacturing Company, Winsted, Conn., recently organized, will engage in the manufacture of radio sets and radio parts. Mr. Smith was formerly engineer in charge of the Fitzgerald Manufacturing Company of Torrington, Conn.

The American Electric Switch Company, manufacturer of entrance switches, has moved from Canton, Ohio to Minerva, Ohio. Several new items have been added to its line of electric switches.

The Economy Fuse & Manufacturing Company, Chicago, Ill., announces the removal of its Minneapolis sales office to 1008 Marquette Avenue.

The Lincoln Radio Company of Los Angeles, Cal., retailers of radio sets and parts has moved into its new quarters at 1151 Santee Street.

The Crosley Radio Corporation of Cincinnati, O., has acquired a substantial interest in The De Forest Radio Corporation, Ltd., of Canada. The De Forest company virtually controls all of the De Forest patents in Canada, including not only radio receiver patents but those relating to transmitters, the new photophone, and many other important inventions of Dr. Lee De Forest. Complete factory, assembly plant, administrative office, and sales division are maintained in Toronto. De Forest-Crosley receiving equipment will be of the same general type as merchandised in the United States.

The Bussman Manufacturing Company, 3819-25 North Twenty-third Street, St. Louis, Mo., has opened a branch office and store-room in New York City at Room 504, Dodge Building, 53 Park Place. R. C. Bronsvel is in charge with Percy Smith and Robert Stewart as assistants.

B. C. Bowe has been appointed manager of the Tungar sales section of the merchandise department of the General Electric Company. This section has been moved to Bridgeport, Conn., where most of the other sections of the merchandise department are now located.

Louis G. Pacent, president of the Pacent Electric Company, Inc., New York City, has been granted broad patents covering radio plugs having spring-operated connectors. The company held its annual sales conference recently in New York City. Various phases of sales distribution and advertising were discussed at the meeting.

The Mohawk Electric Corporation, Chicago, Ill., is the new name of the Electrical Dealers' Supply House. The change was made in order to more intimately associate the name of the concern with various products made under the name of "Mohawk." The personnel remains unchanged.

The Beardsley Chandelier Manufacturing Company, Chicago, Ill., held "open house" on Oct. 16, for approximately 600 employees and their families. As the guests arrived, they were taken to the sixth floor and routed through the entire plant, all phases of the company's activities being explained by demonstrators. The mutual enthusiasm, shown by the Beardsley "family," from President Fred Farmer down to the janitor has made the gathering a subject of conversation in lighting circles.

The Electric Outlet Company, 8 West Fortieth Street, New York, has taken over the marketing of SRK wire connectors, which are now sold as SRK wire-nuts.

The Jewett Radio and Phonograph Company, 5680 Twelfth Street, Detroit, Mich., announces the appointment of T. F. Meyer as general sales manager. The Jewett company recently purchased a factory site at Pontiac where a two-story building will be erected 50 ft. x 200 ft., affording 20,000 sq.ft. of floor space. The new factory will supplement the large facilities the company has at Allegan, Mich.

New Merchandise to Sell

(*Continued from third preceding page*)

Christmas Tree Light

Electrical Merchandising, November, 1924

Among the many new designs in Christmas tree lights offered for the 1924 season is the lamp pictured, a product of the Anthony Wayne Lamp Works, Fort Wayne, Ind.

Marcel Waver

Electrical Merchandising, November, 1924

A new design in marcel wavers is incorporated in the new iron brought out by Macdonald & Riley, Inc., 1731 Broadway, Oakland, Cal. It was invented by a woman and was designed to eliminate the usual difficulties experienced by the woman who curls her own hair. The waver is equipped with a double comb which fits down over the waving rod to guide the wave and at the same time prevent the iron from touching the head. The comb is moved first in one direction, then, at the next insertion, in the opposite direction, thereby creating the desired marcel effect. Intended retail price, $7.50.

Washing Machine

Electrical Merchandising, November, 1924

The new "Haag" oscillating-type washer brought out by Haag Bros. Company, Peoria, Ill., is equipped with soft-rubber "Paralastic" wringer rolls, 2-in. thick, which prevent the breaking of buttons and the destruction of fasteners, the manufacturer points out. The circuit breaker switch works automatically and if the wringer becomes clogged will immediately function, preventing the wrecking of the wringer or burning out of the motor. Finished in silver-gray enamel. Capacity, 7 sheets.

Electric Timer

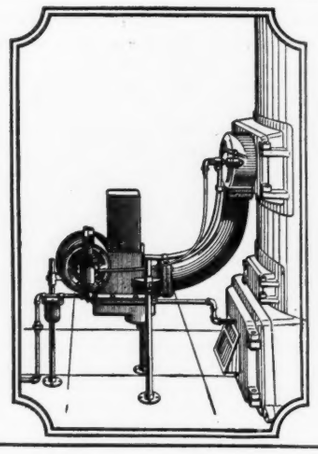
Electrical Merchandising, November, 1924

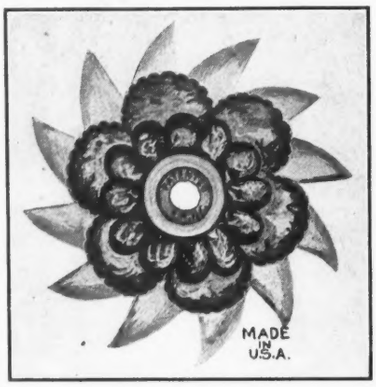
Uses for an electric timer of the type recently brought out by the Tork Company, Inc., 8 West Fortieth Street, New York City, are too numerous to mention here but there are some thirty applications listed in the company's little Tork Manual of Time Controls. This little booklet describes the new timer as a device which turns the switch of any device or appliance "on" or "off" (or "off" only) at any desired time within twelve hours after setting.

Automatic Oil Burner

Electrical Merchandising, November, 1924

The "Electrol" oil burner made by the Home Appliance Corporation, 2818 Locust Street, St. Louis, Mo., is completely electrical in operation, the manufacturer explains. It has electric spark ignition, thus eliminating the gas pilot. The spark is obtained through a transformer and a spark coil integral with the switch box. The spark at the plug point continues for about two minutes, then automatically stops. The float chamber and safety device are fully enclosed. Operated by ⅛-hp. motor.





Reflector for Christmas Tree Lights

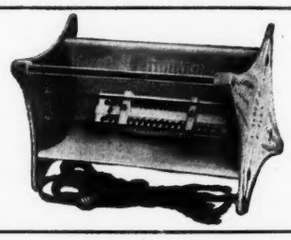
Electrical Merchandising, November, 1924

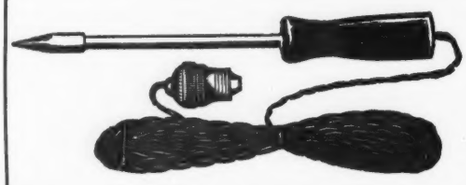
A blaze of color in pinwheel effect is obtained by the use of the new "Pinwheel" reflectors brought out by the Electrical Reflector & Novelty Company, 1170 Broadway, New York City. The reflectors are made of tinsel, and, as pointed out by the manufacturer, are short-circuit proof and practically indestructible. The flexible insulator is made to expand, permitting the use of miniature bulbs with non-standard base. The reflectors may be obtained in all colors. Intended retail price, for set of eight, in small size, 35c.; in 3½ in. size, 75c.

Radiant Heater

Electrical Merchandising, November, 1924

"Comfy Coil" is the name of the electric heater announced by the Esler Manufacturing Company, Marion, Ind. Features of the new device are the foot rail, sturdy construction preventing it from accidental upsetting and its unique design. It is made of cast aluminum, highly polished, and measures 8 in. high and 12 in. long.





Soldering Iron

Electrical Merchandising, November, 1924

The Drake Electric Works, 3943 Lincoln Avenue, Chicago, Ill., is manufacturing a new "Junior" soldering iron which has ⅝-in. tip and which is especially designed for radio work. The element is wound on a lava core and carries a guarantee. For use on 110-volt a.c. or d.c. circuits. Intended retail price, $2.

Loudspeaker

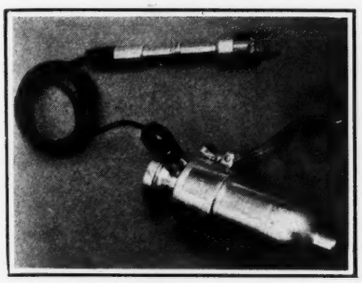
Electrical Merchandising, November, 1924

The flare of the new "Burns" loudspeaker made by the American Electric Company, State and Sixty-fourth Streets, Chicago, is 14 in. in diameter and is made of polished black pyralin. The loudspeaker unit has an adjuster for regulating tone, making it possible to adapt the speaker to any type of radio set, the manufacturer explains. Black finish, $22.50; de luxe finish, $25.

Radio Tables and Cabinets

Electrical Merchandising, November, 1924

The Southern Toy Company, Hickory, N. C., manufacturer of juvenile furniture, is now also manufacturing a line of radio furniture including a roll-top radio desk in which the entire set may be stored and locked, radio tables and radio cabinets. The desk is listed at $25, the tables from $6.75 to $22.50 while the cabinets range in price from $2.25 up.



Batteryless Flashlight

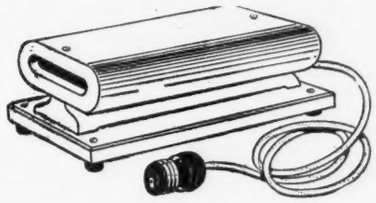
Electrical Merchandising, November, 1924

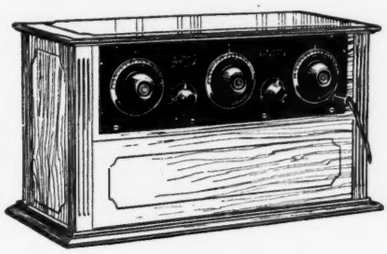
A self-generating flashlight—or "Electro-Automat" lamp—is being marketed by J. L. Chantemerle, 216 East Tremont Avenue, New York City. Light is produced through mechanical action by operating a lever, thus revolving a small generator, which in turn, furnishes the current. The lamp is made in several models—all working on the same generating principle. The "Baladeuse" attachment illustrated provides a portable lamp for examination of the inside of barrels, cans, etc. Intended retail price of Model 2 lamp, universal style, $6; portable attachment, $2 extra.

Electric Knife-Heater

Electrical Merchandising, November, 1924

For use by furniture patchers, to replace the hazardous flame torch, the Bobbett Electric Manufacturing Company, 813 East Forty-third Street, Chicago, Ill., has designed a heater which consists of an aluminum cylinder mounted on an asbestos base. The knives are placed in the furnace or opening shown in the accompanying illustration. Intended retail price, 110-120 volts, $7.50; 220-240 volts, $8.50.





Six-Tube Radio Set

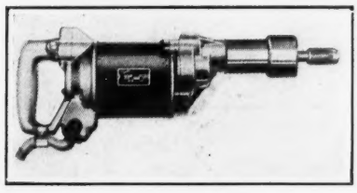
Electrical Merchandising, November, 1924

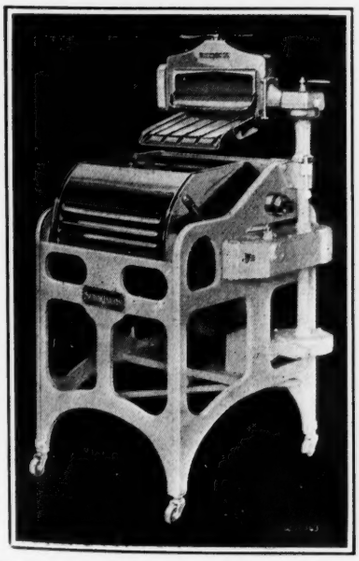
The new WC-12B "Radiodyne" receiver announced by the Western Coil & Electrical Company, Racine, Wis., is so constructed that all batteries may be stored within the lower compartment. Two stages of radio frequency amplification, detector, and three stages of audio frequency amplification are provided. Dark mahogany cabinet. Intended retail price, less accessories, $150.

Electric Screw Driver

Electrical Merchandising, November, 1924

A disc-type friction clutch which is automatically adjusted according to the pressure applied by the operator is one of the features of the new friction-head electric screw driver announced by the Hisey-Wolf Machine Company, Cincinnati, Ohio. It has universal motor for operation on d.c. and single-phase a.c., 115 or 230 volts, any frequency from 25 to 60 cycles. Intended list price, $63.





Washing Machine

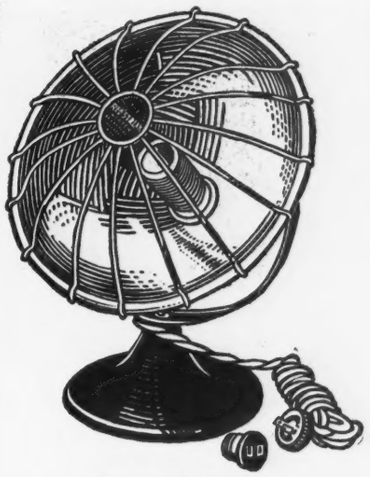
Electrical Merchandising, November, 1924

Improvements incorporated in the new 1925 model "Sunnysuds" washer of the Sunny Line Appliances, Inc., Detroit, Mich., include the new model wringer which has been raised 3 in., the company explains, so the copper tub can oscillate without striking the drain board when the drain board is in position for wringing clothing from the tub. The new model is finished in silver gray instead of the white finish of the previous model.

Reflectors for Christmas Tree Lights

Electrical Merchandising, November, 1924

The petals of the new reflectors brought out by Eckhardt Brothers, Green Bay, Wis., are so flexible that they can be bent up into cup shapes thereby intercepting the light rays, the manufacturer explains, and retaining the color used in the light. The reflectors are guarded against short-circuiting, it is pointed out, and are free from rust pitting. There are eight different designs to one set of reflectors. Intended retail price, about 5c. each or 40c per set.



Radiant Heater

Electrical Merchandising, November, 1924

"Red Streak" is the name of the new electric heater announced by the Marion Electric Corporation, Marion, Ind. It is 15 in. high and is mounted on a swivel base as well as a swivel connection to permit the reflector to be tilted to any desired angle. Has black finish and is furnished for 110-volt circuit, 650 watts.

Loudspeaker

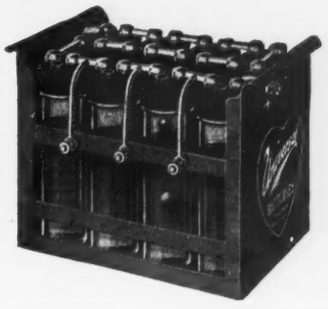
Electrical Merchandising, November, 1924

Included in the "Dymac" line of radio accessories manufactured by the Electrical Products Manufacturing Company, Providence, R. I., is a new loudspeaker which has outside thumbscrew control by means of which tone volume may be increased or decreased as desired. Intended retail price, $10.

"B" Radio Battery

Electrical Merchandising, November, 1924

Individual glass jar assembly, a baked enameled steel case in glazed gray finish, and the "S.O.S." indicator balls which tell when and how long to charge, are features of the Type RB "B" radio battery made by the Universal Battery Company, 3410 South LaSalle Street, Chicago. The battery may be obtained in units of 2, 24 and 48 volts. Intended retail prices of these three types are respectively, 60c., $8 and $15.



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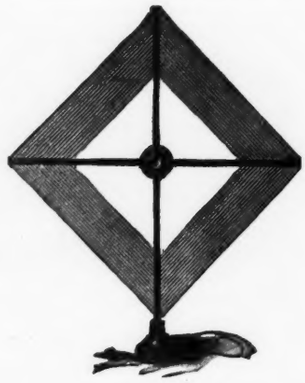
New Merchandise to Sell

(*Continued from preceding page*)

Radio Cabinet

***Electrical Merchandising*, November, 1924**

That the new "Adapto" radio cabinet illustrated has a place for everything is pointed out by its manufacturer, the L. R. Donehue Lumber Company, Perth Amboy, N. J. A specially designed loudspeaker is built into the top, allowing instant removal of the radio set without disturbing any part of the cabinet. Provision is also made for batteries, charger, distilled water and hydrometer. Finished in mahogany or walnut, as desired. Intended retail price, $110.



Folding Radio Loop

***Electrical Merchandising*, November, 1924**

For use with both portable and permanently-installed radio sets, the Pacent Electric Company, 22 Park Place, New York City, has brought out a new collapsible loop aerial which may be easily carried in the average-sized traveling bag, for when folded it measures only 13½ in. long and 3 in. wide. The base is made of white metal with dull black finish. Wooden parts are finished in dark mahogany and the loop wire is covered with brown silk. Intended retail price, $10.

Four-Tube Radio Set

***Electrical Merchandising*, November, 1924**

The Model OEM-7 "Day-Fan" radio set designed by the Dayton Fan & Motor Company, Dayton, Ohio has four tubes and employs the Duoplex circuit developed in the company's own laboratories, the manufacturer explains. It is enclosed in a mahogany cabinet measuring 22 in. long, 8½ in. high and 7½ in. wide. Its intended retail price is $98. Model OEM-11, a three-tube set, employing the same circuit and also cabinet-enclosed, is listed at $90.

Automatic Plug

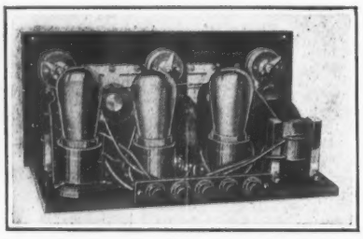
***Electrical Merchandising*, November, 1924**

One of the chief advantages of the new Pacent No. 60 "Autoplug" is, says its manufacturer, the Pacent Electric Company, 22 Park Place, New York City, that when the phone cord tips are inserted, their entire length is incased in the plug handle. This feature, together with the non-conductive material used in the push buttons which release the tips, is intended to make the plug entirely shock-proof. Intended retail price, 75c.

Three-Tube Radio Set

***Electrical Merchandising*, November, 1924**

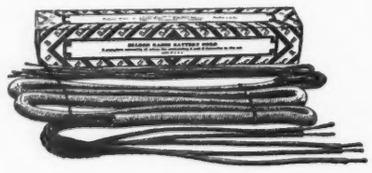
One stage each of radio frequency, straight audio and reflex audio amplification, together with detector, are provided in the new "Kodel" three-tube set made by the Kodel Manufacturing Company of Cincinnati, Ohio. Individual rheostats control detector and each amplifying tube. Because of its universal sockets any standard type of dry cell tube may be employed, it is explained. Intended retail price, not including accessories, $28. This company is also marketing a line of battery compartments and cabinets in addition to its radio sets.



Radio Battery Cable

***Electrical Merchandising*, November, 1924**

A cable for "A" and "B" battery connections has been brought out by the Belden Manufacturing Company, 2300 South Western Avenue, Chicago. The individual leads are enclosed in a braided cover which retains them in position and avoids the danger and inconvenience of numerous individual tangled wires, at the same time improving the appearance of the set. The cables are designed to be universally adapted to all types of receiving sets and batteries. Listed at 75c.



Automatic Signals for Toy Electric Railroads

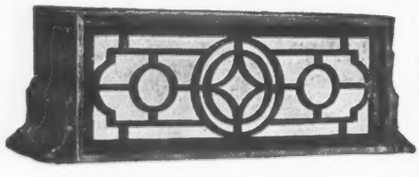
***Electrical Merchandising*, November, 1924**

The two toy railroad accessories pictured are products of the Ives Manufacturing Company, Bridgeport, Conn. The automatic double-lighted target signal at the left is known as No. 331. As the trains speed around the track the lights on the signal automatically change from red to green, showing a clear or closed block ahead as the case may be. Intended retail price, $3.50. The signal at the right is of the block semaphore type and is listed at $5.

Cabinet-Type Loudspeaker

***Electrical Merchandising*, November, 1924**

For radio owners who dislike the appearance of the horn-type loudspeaker in connection with their radio sets many new models of cabinet-type loudspeakers have been developed by the various radio manufacturers. The unit illustrated is a product of the Freed-Eisemann Radio Corporation, Brooklyn, N. Y., and is known as FE-50. Its intended list price is $35.



Wrought Iron Fixtures

***Electrical Merchandising*, November, 1924**

The McPhilbin Lighting Fixture Company, Hempstead Avenue, Queens, N. Y., is announcing its new wrought iron fixtures. This line has been very carefully constructed, the company points out, taking into consideration the developments of the fixture industry.

Electric Soldering Iron

***Electrical Merchandising*, November, 1924**

The Unity Manufacturing Company, 224 North Halsted Street, Chicago, is announcing a new electric soldering iron which has copper point and porcelain lining to prevent heat from passing through handle. Intended retail price, $1.50.

Continued on following page. Each item will fit a 3 x 5 in. standard filing card.

Loudspeaker

Electrical Merchandising, November, 1924

The design of the new "Remo Trumpet" made by the Remo Corporation, Meriden, Conn., may be seen from the accompanying illustration. The loudspeaker is small and compact, taking up little space, and has mahogany finish. Intended retail price, $12.50.

Radio Headsets

Electrical Merchandising, November, 1924

The Electrical Products Manufacturing Company, Providence, R. I., is offering two types of radio headset, its Type F, made with 2,200 or 3,000 ohms resistance, as desired. Intended retail price, $3.50. Type G headset is made with 2,200 ohms d.c. resistance, enameled diaphragms and 5 ft. of tinsel cord. It is listed at $5.

Soldering Iron

Electrical Merchandising, November, 1924

The Frank E. Wolcott Manufacturing Company, Hartford, Conn., is bringing out a new electric soldering iron—the "Torrid"—which has removable copper tip designed for intricate radio work and for household use as well. Its overall length is 13½ in. Intended retail price, $1.50.

Electric Iron

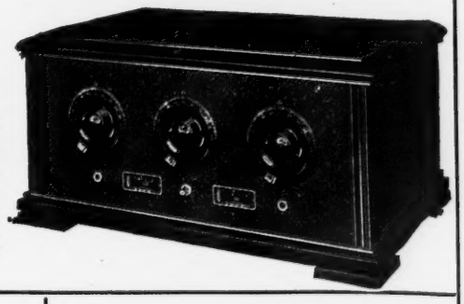
Electrical Merchandising, November, 1924

The "Queen Quality" electric iron recently brought out by the Watlow Electric Manufacturing Company, 1320 North Twenty-third Street, St. Louis, Mo., has the usual Nichrome ribbon and mica insulation in the element as well as red rosewood-finished handle with bolt through the entire length of the wood handle to prevent breakage of the handle in case the iron is dropped. A reversible steel stand and 6 ft. of extra cord are supplied with the iron. Intended retail price, $3.95.

Five-Tube Radio Set

Electrical Merchandising, November, 1924

No potentiometer or stabilizer is employed in the new Type 6-D receiver announced by the Eisemann Magneto Corporation, 165 Broadway, New York City, for it is a non-oscillating receiver, the manufacturer explains. Two stages of tuned radio frequency amplification, detector and two stages of audio frequency amplification are provided. The panel is aluminum with crystal black finish; the cabinet is mahogany. Intended retail price, without tubes or batteries, $125.



Motorcycle Spotlight and Trouble Lamp

Electrical Merchandising, November, 1924

Easy swivel head action and the ease with which it may be detached for use as a trouble lamp, leaving the bracket attached to the handle bar and out of the way, are outstanding features of the motorcycle spotlight and trouble lamp made by the Delta Electric Company, Marion, Ind. The lamp is constructed of a single shell of heavy gage brass and the diameter of the head is 4½ in.

Cord Set for Appliances

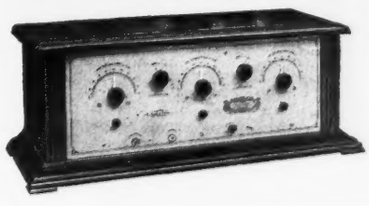
Electrical Merchandising, November, 1924

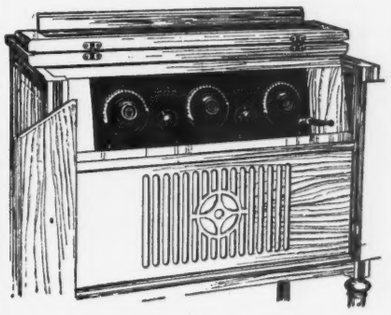
"Suitzall" is the name of a new cord set for general appliance use brought out by the Beaver Machine & Tool Company, Newark, N. J. The set is made up of 16 ft. of No. 18 gage asbestos-covered cord with the new "Suitzall" heater plug on one end and the pony attachment plug on the other end. Intended retail price, $1.25.

Five-Tube Radio Receiver

Electrical Merchandising, November, 1924

Two stages of specially-controlled tuned radio frequency amplification, a dectector and two stages of audio frequency amplification are contained in the circuit employed in the new Model 80 "Clear-o-Dyne" receiver made by the Clear-tone Radio Company, Cincinnati, Ohio. Intended retail price, $120.

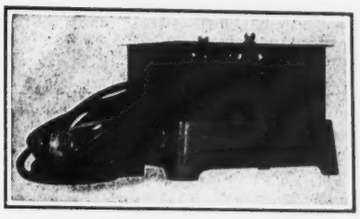




Console-Type Radio Receiver

Electrical Merchandising, November, 1924

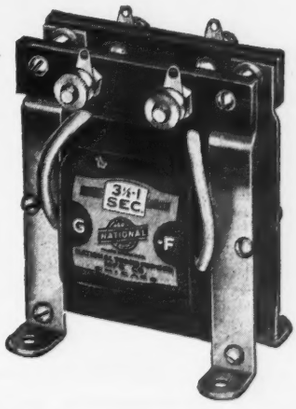
The new Type WC-12 "Radiodyne" receiver designed by the Western Coil & Electrical Company, Racine, Wis., is a de luxe consolette model, employing a 6-tube circuit. Built-in loudspeaker. Enclosed in two-tone mahogany console cabinet. Intended retail price, with loudspeaker, but without accessories, $250.



"A" and "B" Battery Charger

Electrical Merchandising, November, 1924

Radio "A" or automotive batteries, 6 volts, 6 amp., and "B" batteries 22½ to 100 volts, approximately ½ amp., may be charged simultaneously or separately by the new "Ful-Wave" charger brought out by the Liberty Electric Corporation of New York, 342 Madison Avenue, New York City. The manufacturer calls attention to its outstanding features, namely, that it rectifies the full alternating current wave, that it operates on any cycle from 25 to 60, that it charges "A" and "B" batteries either separately or simultaneously, that it is entirely sealed and the silence of operation. Intended retail price, $20.



Audio-Frequency Transformer

Electrical Merchandising, November, 1924

Transformers to meet different radio requirements are being announced by the National Transformer Manufacturing Company, 154 Whitney Street, Chicago. Type "U" comes in 3½ to 1 ratio or 6 to 1 ratio. Intended retail price, $3.75 and $4.25 respectively.

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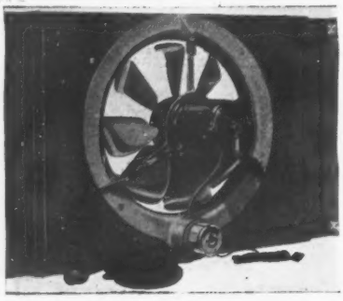
New Merchandise to Sell

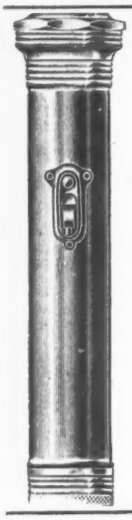
(*Continued from preceding page*)



Ventilating Fan Mounted on Adjustable Frame

Electrical Merchandising, November, 1924

An adjustable metal frame which can be made to fit any window is a new feature of the "Ventura" fan of the American Blower Company, Detroit, Mich. The frame, made of enameled sheet steel, can be installed by merely fastening two metal strips to the frame of the window. No other carpenter or electrical work is necessary. The fan frame can be readily lifted out and installed where it is most needed. The fan is driven by a Westinghouse motor and the motor can be reversed so that the air can be either drawn into the room or expelled, as desired. The frame comes in two sizes, one adjustable from 24 in. to 34 in. wide; the other, from 32 in. to 50 in. wide.



Flashlight

Electrical Merchandising, November, 1924

The Bright Star Battery Company, Fifteenth Street and River Head, Hoboken, N. J., is manufacturing a line of nozzle flashlight cases equipped with "sure-grip" fiber and adjustable heads. The manufacturer points out that the cases are provided with double-action shock absorbers on the spotlight, to protect both the bulb and the battery. Intended retail price of No. 623, illustrated, $2.50.

Color Hoods for Sign Lamps

Electrical Merchandising, November, 1924

Particular attention is drawn by the Reynolds Electric Company, 2650 West Congress Street, Chicago, to its new canary-colored P-19-size color hood for use in electric sign work. The hoods may be obtained in ruby, green, blue, amber, opal and canary to fit the new P-19 mill type lamps in the 25- and 50-watt sizes. It is stated that the recent installation of the "Cliquot Club" sign on Broadway, New York City, carries over 3,000 of the blue P-19 hoods.

Porcelain Outlet Box Receptacle

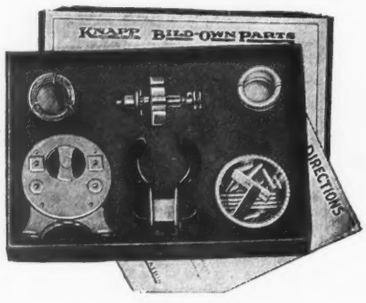
Electrical Merchandising, November, 1924

One of the important features of the new receptacle brought out by the Connecticut Electric Manufacturing Company, Bridgeport, Conn., is that it leaves plenty of room in the outlet box for the wires. It is made of porcelain and is known as No. 1,638.

Combination Radio and Phonograph Unit

Electrical Merchandising, November, 1924

The Sonora Phonograph Company, 279 Broadway, New York City, is announcing a new No. 242 combination radio and phonograph unit which consists of a three-tube neutrodyne ratio set together with a standard Sonora phonograph. The radio set has one stage of reflex, thereby equalling four-tube capacity, the company explains. A special tray is provided for batteries and a special compartment with cover is included for storing the phonograph reproducer or radio reproducer when one or the other is not in use. Intended retail price, $225.



Motor Kit to Build Toy Motor

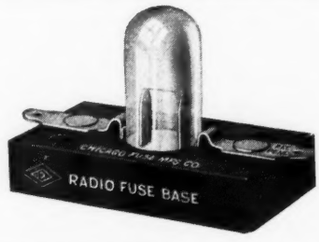
Electrical Merchandising, November, 1924

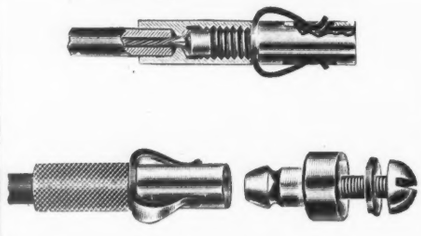
The average boy is of a mechanical turn of mind and likes nothing better than to build and rebuild something that will "go." For these boys the Knapp Electric Corporation, 130 West Forty-second Street, New York City, has designed a motor kit which provides the necessary parts to build a toy motor. The "Bild-Own" No. 400 kit is furnished with a complete set of illustrated directions, making it easy to assemble the motor. The unit requires 3 to 6 volts through transformer for operation on a.c. lighting circuit; 1½ to 3 volts on battery. Intended retail price, $1.50.

Fuse for Radio Tubes

Electrical Merchandising, November, 1924

To protect the filament circuit of radio tubes, the Chicago Fuse Manufacturing Company, Laflin and Fifteenth Streets, Chicago, has developed a new fuse which is designed for installation in the — "B" battery line and which is made to burn out instantaneously between 140 and 200 milliamp. The fuse is held in a molded block by two spring clips so that it may be replaced by a new one when it has burned out. It is listed at 35c. and the block at 25c.





Solderless Terminals for Radio Use

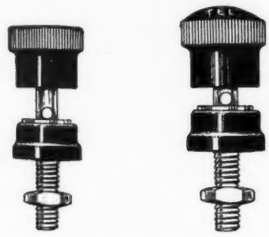
Electrical Merchandising, November, 1924

The snap terminal brought out by the Rajah Auto Supply Company, Bloomfield, N. J., is designed to provide positive electrical connection in ten seconds, the manufacturer declares, without solder or tools. The base studs are secured by 8/32 screws and the terminal is made to fit all "B" batteries with screw posts. The intended price of the terminal and base stud, complete, is 20c.

Binding Posts

Electrical Merchandising, November, 1924

Frank W. Morse Company, 289 Congress Street, Boston, Mass., has brought out a line of binding posts which are made with insulated knobs and bodies and with plain or marked removable knobs. The markings indicate the "A" and "B" batteries, positive and negative terminals, "Tel", "Gnd" and "Ant". Intended retail price, card of eight knobs, 50c.; Style T, ¾-in. diam. binding posts, 15c. each.



What's new on the market? These pages will tell you.

Electric Cigar Lighter for Automobiles

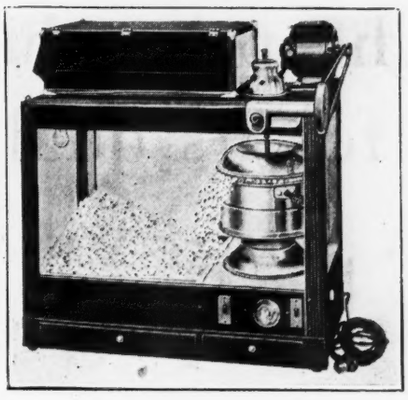
Electrical Merchandising, November, 1924

For instrument-board mounting on both open and closed cars, the Ajax Auto Parts Company, Racine, Wis., has announced its Rex Red Devil cigar lighter. It consists of a base which fits against the instrument-board of the car and which is extended at the bottom to form spark catcher and ash tray; a large heat-unit mounted on a mica plate near the top of this base; and a spring-hinged cover which contains the automatic switch. Finished in black enamel and polished nickel, the lighter is intended for sale at $2; the Delux all-nickel model is listed at $3.

Electric Corn Popper and Crisper

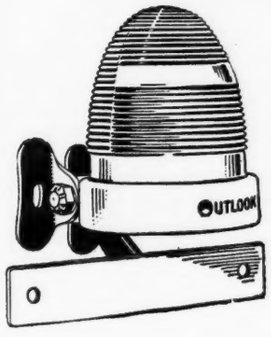
Electrical Merchandising, November, 1924

There are many resorts and places of amusement where a demand for hot and butter-toasted popcorn is made the whole year round, not to mention the drug stores, confectionery, 5 and 10c stores, news stands, railroad stations, offices building, lobbies and other places where a popcorn stand would be profitable. The Mabey Electric & Manufacturing Company, 968 Fort Wayne Avenue, Indianapolis, Ind., is making an electric corn popper, the "Hot Quick", which is operated from the ordinary lighting circuit. It weighs 75 lb. It is driven by an electric motor and has electric heaters to keep nuts and pop corn hot.



Combination Stop and Tail Light for Automobiles

Electrical Merchandising, November, 1924



The outstanding feature of the new stop and tail light brought out by the Outlook Manufacturing Company, Cleveland, is its beehive-shaped dome of prismatic ruby glass. This glass dome is a prismatic cover designed to spread the light,—not in headlight fashion but in a broad band, it is explained. It throws a bright glow over the back of the car, to the rear and both sides so that the driver following must see the signal. The smaller light in the ruby dome throws a white light downward on the license plate. Intended retail price, $5.

Portable Sander

Electrical Merchandising, November, 1924

Any width of surface may be sanded with the portable electric sander made by R. L. Barker & Company, 642 West Washington Boulevard, Chicago. It operates from the ordinary lighting circuit. A slight pressure on the spring end handle engages the work and a little push rolls it smoothly over the surface. The depth of cut is adjustable by screw below handle. The motor is of the ¼ hp. universal type, furnished for either 110 or 220 volts, on d.c. or single-phase a.c. of any frequency from 25 to 70 cycles. Its weight is 23 lb.

Percolator and Milk-Warmer

Electrical Merchandising, November, 1924

Characteristic of the designs in electrical cooking devices now most popular in Central Europe are the percolator and milk warmer shown in the accompanying illustration. The milk-warmer is white-enameled on the inside, and both are of nickeled brass, highly polished. They are made in various sizes, by the Austrian Siemens-Schuckert Works, Vienna, Austria.

Radio Clip for "B" Storage Batteries

Electrical Merchandising, November, 1924

The design of the new clip for "B" storage batteries, announced by the Mueller Electric Company, 1583 East Thirty-first Street, Cleveland, is along the same lines as the larger universal battery clips which have been in use for several years. The jaws are made so that the clip will stand up on a round battery post without lopping over and short-circuiting the cells. It has a jaw spread of $\frac{3}{8}$ in. and a length of $1\frac{7}{8}$ in. Intended retail price, $7\frac{1}{2}$ cents.

Headset

Electrical Merchandising, November, 1924

The new headset of the Globe Phone Manufacturing Company, Reading, Mass., is made with brass cases, with nickel finish, and large molded ear caps. The head-band is broad and adjustable and is covered with russet leather. By means of a special connecting block the cord terminals are concealed within the case so that no metal parts are exposed, thus eliminating the danger of a short circuit with the yoke of the headband, the manufacturer explains. Intended retail price, $5.

Plug for Holding Screws and Hooks to Wall

Electrical Merchandising, November, 1924

The "Stopplug," manufactured by the Stop Wall Plugs Company, 53 Park Place, New York City, is a hollow tube of stiffened fibre, used for holding screws and hooks securely to any wall. It is claimed to form a solid unit of unlimited holding power in any kind of material, mortar, tile, concrete, sandstone, marble, granite, etc., and requires, for installation, only a small hole which can be drilled in a few seconds. Intended retail price of B-3, for screws No. 7, 8, 9, $\frac{7}{16}$-in. thick and 1-in. long, $1.80 per 100.

Continued on second page following, for your convenience in clipping and filing.
Each item will fit a 3 x 5 in. standard filing card

New Merchandise to Sell

(*Continued from second page preceding*)

Violet Ray Outfit

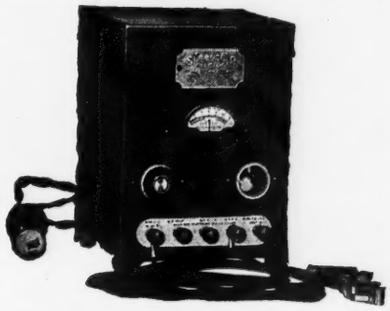
Electrical Merchandising, November, 1924

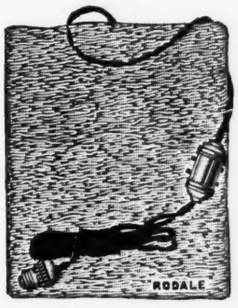
By special and unique arrangement of capacities, windings and resistances, the standard electric current of 110 volts, a.c. or d.c. is transformed to a great variety of high-pressure currents at varying frequencies, explains the Bleadon-Dun Company, 213 South Peoria Street, Chicago, manufacturer of the Type G Multifrex violet ray outfit illustrated. It has cautery attachment, diagnostic lamp and the various electrodes and attachments required for special uses.

Battery Charger

Electrical Merchandising, November, 1924

That it embodies a new principle in battery charging—that of charging at varying rates as desired, up to 120 volts of "B" batteries in series, is claimed by the France Manufacturing Company, Berea Road and West One hundred and Fourth Street, Cleveland, Ohio, for its new "Super Charger" battery charging outfit. It is of the vibratory type and is designed for practically noiseless operation. Sizes of 2, 4, 6, or 8-volt "A" batteries may also be charged at a 5 to 7 amp. rate, the manufacturer explains. Intended retail price, $22.





Heating Pad

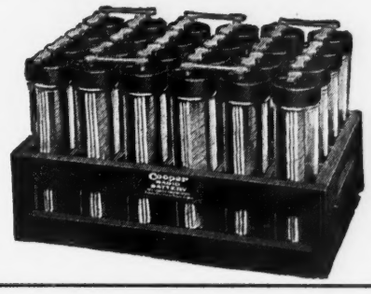
Electrical Merchandising, November, 1924

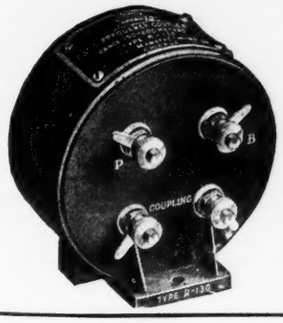
A display of heating pads and a suggestion about the comforting service during the season of colds and aches will bring in many a sale. One of the new heating pads recently brought out is made by the Rodale Manufacturing Company, 472 Broome Street, New York City. The element in this pad, it is pointed out, is completely encased in asbestos. The pad itself is made of a light brown elderdown material and has two thermostats which control the heat. Intended retail price of 3-heat pad, $7.50; single-heat pad, $5.

"B" Radio Storage Battery

Electrical Merchandising, November, 1924

That it has a 5,000 m.a.h. capacity is claimed for the new rechargeable radio "B" battery brought out by the Cooper Corporation, Cincinnati, Ohio. The case is attractively finished in mahogany and the element containers are of heavy glass, the condition of the elements and the height of the solution being always visible. The battery is made in 24-volt and 48-volt sizes, weighing 13 and 26 lb. respectively. The intended retail price of the 24-volt size is $7.95; and 48-volt size, $13.95.

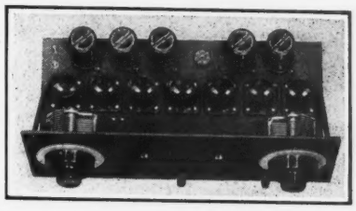




Radio Frequency Coupler

Electrical Merchandising, November, 1924

A three-circuit radio frequency coupler, completely enclosed in a bakelite case, has been announced by the Rauland Manufacturing Company, 2650 Coyne Street, Chicago. The new device, together with the radio frequency input transformer, or filter, of the air core type which the company has also recently announced, is suitable for use in all intermediate frequency circuits where extreme selectivity and high amplification per stage are desired, the company points out.



7-Tube Radio Receiver

Electrical Merchandising, November, 1924

"Microdyne" is the name of a new receiver announced by the Apex Electric Manufacturing Company, Chicago. It is a seven-tube outfit, employing "Microdyne" transformers which are also manufactured by the company. These transformers are made in three types, long wave, filter and audio frequency. The entire set is mounted on a bakelite panel measuring 7 in. x 18 in. Intended retail price of the receiver, without tubes, batteries, loop or loud speaker, $160. Furnished in knock-down form ready for complete assembly, $97.50.

Loudspeaker Telephone Cord

Electrical Merchandising, November, 1924

A new item which has recently been added to the line of the Alden Manufacturing Company, Springfield, Mass., is its "Na-ald" 20-ft. extension plug cord which makes it possible to place a loudspeaker at considerable distance from the receiving set. The cord is furnished with tips at one end and a "Na-ald" jack connection to receive the tips of a loudspeaker or phone cords at the other end. Listed at $1.75.

Floor-Sanding and Polishing Machine

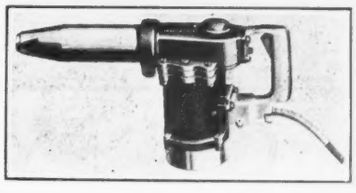
Electrical Merchandising, November, 1924

When not in use, the handle of the "Backsaver" floor-polishing machine made by the Ability Surfacing Machine Company, 5 Woodworth Street, Dorchester, Mass., can be taken off by loosening thumb screw and the machine installed in some out-of-the-way place until needed. It is operated by a ½-hp. motor, which can be taken off the machine and used elsewhere if desired. Equipment for sanding, scrubbing, waxing and for grinding cement floors is available, one attachment only accompanying each machine. Weight, 45 lb. Intended price, $100.

Electric Hammer Drill

Electrical Merchandising, November, 1924

For drilling concrete and soft stone as well as for light chipping of metals, the Chicago Pneumatic Tool Company, 6 East Forty-fourth Street, New York City, has brought out a new "Little Giant" electric hammer drill that is equipped with a universal motor and will operate interchangeably on direct or single phase alternating current. The motor is wound for 115 or 230 volts. Intended retail price, $165.



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Each item will fit a 3 x 5 in. standard filing card

Lighting isn't Right until it's Used Right!

LIGHT is a good salesman when it has a good SALES-MANAGER. *That's me.*

It's bad enough to waste bad lighting. It's real folly to have good lighting and not use it regularly.

It's easy to sell a TORK CLOCK to the man who has good lighting. It's easy to sell good lighting equipment to the man who has a TORK CLOCK. There's a profit either way. TORK CLOCKS keep all sorts of lighting equipment working—automatically.

"I turn electric lights on and off regularly"

"Tork Clocks are the simplest devices obtainable for regulating the daily use of electric light."

Send for the TORK MANUAL of TIME CONTROLS which contains wiring diagrams and other information you have wanted, together with the latest illustrations and prices of TORK CLOCKS and TORK TIMERS.

TORK COMPANY
8 West 40th Street, NEW YORK

CAN an Electrician Repair Clocks? Hundreds of jewellers get inquiries for Tork Clocks. People go to them because they like to buy goods from dealers who can make repairs if necessary. We sell Tork Clocks only through the electrical trade because they are primarily electrical devices. The clock part is simple and strong and made so that any electrician can give better, quicker and cheaper repair service on a Tork Clock than a jeweller can give on any kind of clock. Tork Exchange Service through electrical dealers makes this possible for your customer and profitable for you. Any electrician who wants to build up a business following will find that selling and servicing Tork Clocks is the surest route to his customers' confidence and constant re-orders for electrical goods.

. . . . . .

New Merchandise to Sell

(*Continued from second page preceding*)

Crossing Gate for Toy Train

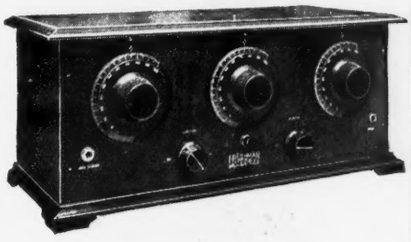
Electrical Merchandising, November, 1924

That the new toy crossing gate brought out by the Lionel Corporation, 48 East Twenty-First Street, New York City, is an exact reproduction of the large gates used at all grade crossings may be seen from the accompanying illustration. While the train is on the section of track to which the gate is attached, the gate closes automatically and opens again when the train has passed. The gate may be purchased singly or as a pair. Intended retail price, $4.25.

Five-Tube Radio Receiver

Electrical Merchandising, November, 1924

The "Masterpiece" tuned radio frequency unit incorporated in the new "Masterpiece" five-tube receiver brought out by the Chas. Freshman Company, Inc., 106 Seventh Avenue, New York City, consists of the "Masterpiece" coil and improved low loss variable condenser and the combination of the two, the manufacturer points out, makes a real low-loss tuning unit. Three of these units are used in the set. It is enclosed in a mahogany cabinet, has 4-in. bakelite dials and the entire assembly is on the sub-panel. Intended retail price, $60.



Radio Reproducer in Cabinet Form

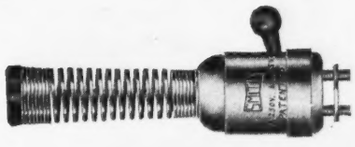
Electrical Merchandising, November, 1924

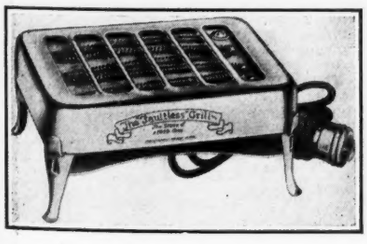
Instead of fixing the horn of the new "Music Master" loudspeaker to the cabinet, the horn is suspended, making it full floating and avoiding distortion, declares its manufacturer, the Music Master Corporation, Tenth and Cherry Streets, Philadelphia, Pa. "All the essential elements of the horn type model have been retained," says the company. The loudspeaker is enclosed in an attractive cabinet and its intended retail price is $35.

Connector Plug Switch

Electrical Merchandising, November, 1924

T. C. Smith & Company, 3907 Powelton Avenue, Philadelphia, Pa., is marketing a new detachable connector plug switch which is only ¾ in. in diam. and 1⅜ in. long. It is designed to fit the company's own connector plug as well as practically any other plug on the market, the manufacturer points out.





Electric Grill

Electrical Merchandising, November, 1924

The manufacturer of the grill illustrated, Lincoln Electrical Works, 1546 First National Bank Building, Chicago, calls attention to its sturdy construction; for, says the company, it will stand the weight of a man weighing 225 lb. It is made from 3-pass cold-rolled steel and the lugs on each leg supporting the top are new in design. Intended retail price, $1.50.

Small Traveling Iron with Novelty Case

Electrical Merchandising, November, 1924

An ideal Christmas gift for the woman who travels is the small 1½-lb. iron illustrated, which is made by the Central Flatiron Manufacturing Company, Inc., Johnson City, N. Y. With its attractive black fabrikoid leather case and six clothes pins the set is an entire portable laundry in itself. Intended retail price, $3.

Nursery Lighting Unit

Electrical Merchandising, November, 1924

The Gill Glass Company, Inc., Philadelphia, Pa., has designed an enclosing unit appropriately decorated to harmonize with the atmosphere and furnishings of the nursery. The decorations on this fixture are so designed, the manufacturer points out, as not to impair the efficiency of the unit.

Pull Chain Switch Mounting

Electrical Merchandising, November, 1924

For mounting an individual pull chain switch within the fixture canopy, "upon the main support of the fixture"—as required by code, the F. W. Wakefield Brass Company, Vermilion, Ohio, has designed an ingenious but simple attachment which it is now supplying as an accessory with all its "Red Spot" chain pendant type hangers. The mounting consists of a piece of sheet metal of sufficient gage, stamped to form. It is perfected with two holes of proper size so that it slips over the iron pipe fixture support and is held firmly between the pipe casing and the hickey. The switch can be mounted in any of four positions so that it meets practically all conditions.

Four-Tube Radio Set

Electrical Merchandising, November, 1924

The specifications for the new RD-406 radio outfit designed by the Halldorson Company, 1772 Wilson Avenue, Chicago, are: Four tubes,—one stage radio frequency, detector, and two audio; rheostats to fit all styles of tubes; standard sockets; hinged battery compartments; dull mahogany-finished cabinet; filament switch for instant shut-off; and phone jack. Intended retail price, without accessories, $67.50.

Radio Receiver

Electrical Merchandising, November, 1924

The "Inductrole" receiver made by the American Radio & Research Corporation, Medford Hillside, Mass., is encased in a mahogany cabinet, 17 in. x 14 in. x 12 in., with special compartments for batteries. It is a four-tube outfit and may be used with either indoor or outdoor aerial. Its wavelength range, the company points out, is 220 to 560 meters. Intended retail price, less accessories, $100.

File these items on 3x5 in. cards every month, to keep your stock index up to date.

Where Do YOU Stand On This Question of Ball Bearing Motors?

On the one hand—

You can sell the "let-well-enough-alone" kind of motored utilities—vacuum cleaners, washing machines, ironers, etc.

And be saddled with a heavy burden of servicing expense that will cut down your profit and reflect no credit upon you—most of it the result of neglected or improper lubrication of the plain motor bearings found in these electrical appliances.

On the other hand—

You can, if you insist, put yourself in a position to say to your customers:

"Here's a cleaner (or a washer, or an ironer) that is improved and up-to-the-minute in every respect. It has a ball-bearing motor—for that reason it needs little or no oiling, is cleanly, runs more smoothly, needs less attention and almost no servicing, lasts longer, does more, uses less current, costs less to run."

Many leading makers of vacuum cleaners and fractional H.P. motors are equipping their motors with **"Norma"** Precision Ball Bearings—the very same bearings that are standard in most of the high-grade automotive magnetos and lighting generators, nationally known for their stand-up-ability.

You can, if you insist, give yourself and your trade the benefit of this latest improvement in electrical household utilities.

NORMA-HOFFMANN BEARINGS CORPORATION

Anable Avenue Long Island City New York

PRECISION BALL, ROLLER AND THRUST BEARINGS

No. 4 HEMCO "Better Business Campaign" Series

A FREE BOX of HEMCO HEATER PLUGS

PRIZES

1st	$75
2nd	50
3rd	25
4th	10
5 next best, each	5

And for every photo submitted a box of HEMCO Heater Plugs FREE.

JUDGES

J. DUNCAN WILLIAMS
Window Display Specialist
Barnes-Crosby Co., Chicago

L. W. ROGERS
Editor, Merchants Record and Show Window

J. H. PICKEN
Advertising Counselor

TO EVERY HEMCO dealer, and to all other retailers of electrical goods who put in a Thanksgiving HEMCO Window and send us a photograph of it, large or small, we will send absolutely free, one box of new HEMCO Heater Plugs —retail value $4.50.

We don't ask you to make an exclusive HEMCO display. Show any other lines you wish. We furnish for this Thanksgiving Window—FREE—all the needed trim materials, a window trimming plan to help you trim your window, and in addition offer NINE CASH PRIZES for the nine best windows (see list).

This is a splendid opportunity. Act on it today. It will mean more sales and more profits for your store.

CONTEST RULES

This November Contest opens November 6, 1924 — closes December 5, 1924, 12:00 P.M. It is open to every retailer of electrical goods. All windows will be judged as to attractiveness and selling power. It case of tie equal awards will be made. Send today for our standard package of free window display material—beautiful Thanksgiving crepe paper, window cards and other helps to make your window 100% effective.

SEND YOUR NAME AND ADDRESS FOR FREE DISPLAY MATERIAL

GEORGE RICHARDS & COMPANY *Inc.*

557 W. Monroe Street Chicago Illinois

The Jobber Joins Dealers' Sales Staff

(Continued from page 4697)

the dealers' problems. I make a periodical trip over the territory and the traveling salesmen are all alive to the advantages of this plan and all report closely on developments that can be helpful.

"One of our dealers had bought a carload of farm lighting plants; the market for these plants was not all the dealer had expected. He came to us and we planned the sales work and helped him move this heavy investment, and he was all the more impressed with this service and grateful to us as we had not sold him the plants and had no profit out of the transaction.

"In one town where the lighting company was not merchandising and for franchise reasons could not merchandise, we brought this company and the leading electrical dealer together; working out a method that helped them both.

The Carter Electric Company subscribes to a building report service covering their territory. These reports come every morning to Mr. Scott's desk and the buildings reported are referred as prospects to the contractors. The routine on this ties the Carter Electric Company, well known throughout the territory, and also the nationally known manufacturers, to the local contractor; thus inspiring the builder's confidence in him.

The following letter is written by the Carter Electric Company to the prospects, filling in the contractor's name:

Dear Sir:

We have just learned of your new building. Naturally, we are very much interested in the electrical work in connection with the building, and believe that on account of our long experience we are in position to work with you and possibly be of some assistance.

You can depend on the Blank Electric Company of your city, for your electrical requirements as they carry a complete line of General Electric material and are thoroughly competent in every way.

If, at any time during the course of construction, we can be of service to you, please do not hesitate to call on us as we assure you anything we can do will be more than a pleasure.

Our lighting experts or engineering department will be delighted to render any assistance they can.

Yours very truly,
CARTER ELECTRIC COMPANY
Sales Manager.

When there are several contractors in the same town on Mr. Scott's list, the second paragraph of the letter reads:

"We will be glad to recommend an experienced contractor whom we know can handle your electrical work efficiently."

The contractor receives a copy of the letter and a form containing a transcript of all the information on the building report: stage of building, kind of building, place, owner, architect and general contractor.

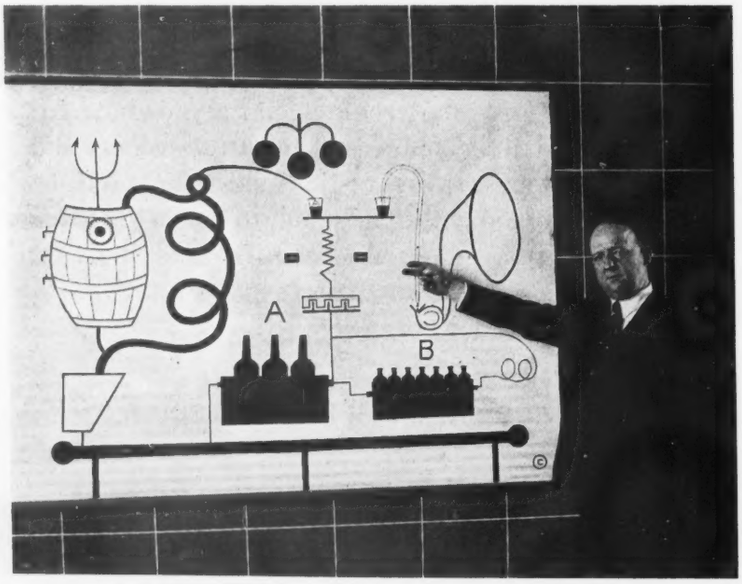
The contractor is provided with multigraphed letter forms which he fills in and mails to the builder, these forms are different for the home builder and the builder for business purposes. Strong follow-up letters are also provided. The whole series of letters to the prospect from the jobber and the contractor form a strong selling series that cannot help but have an effect on the man who is going to place a wiring job.

The Carter Electric salesmen have given this whole plan a hearty support. It is, of course, a great help to them for they are no longer merely selling material. The company they represent is taking an active part in helping the dealer dispose of these materials.

The salesman does not need to sell his dealer, instead he often goes out and sells for the dealer.

"Summing up the plan," said Mr. Scott, "and its effect on the dealers, it amounts to this: We have a department presenting an objective to our dealers entirely different from any other department in the organization. A department that does not present a picture of bills soon to be paid, but of profits to be enjoyed. We are acting as an advertising agency, giving faithful service to practically every worth-while customer in the territory. The dealers look on this department as having no motive but to assist them in building their business. We are cutting down dealer mortality and tieing the dealers closer to us by giving them at all times a true picture of conditions as they exist and acting as a clearing house for their sales and merchandising problems."

The New California Stuporputrodyne — a la Goldberg



Harry Sessions of the Southern California Edison Company, Los Angeles, with the wiring diagram of his "Stuporputrodyne," radio hookup, which he uses to explain "The A, B, C of Radio." Mr. Sessions recommends that the set be installed in the cellar. As the hookup has been patented and copyrighted by him, we recommend that interested readers get in touch with Mr. Sessions before trying to build a set.

Replacing of Fuses with Coins Punishable in Jersey Town

The act of placing pennies, coins or metals, not specifically intended for the purpose in fuse plugs, in any electric cut-out, cabinet box or switch box is a criminal offense according to the new law recently passed in Camden, N. J. The maximum penalty is a fine of $100. Chief John Kelly of the Electric Bureau explained that it is a very unsafe practice and is the direct cause of many fires which later are blamed on defective electrical wiring.